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# Report of the Executive Director of the United Nations Institute for Training and Research

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# Report of the Executive Director of the United Nations Institute for Training and Research

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## Introduction

1. The present report covers the period from 1 July 1998 to 30 June 2000. It mainly contains short descriptions of ongoing programmes and statistics of participation, per region and per country. Over the last number of years, each of the programmes has designed and distributed specific information brochures. The Programme of the United Nations Institute for Training and Research (UNITAR) is available upon request, and further details are accessible on-line: *www.unitar.org*.

2. The restructuring period of UNITAR has been completed with success. Consolidation and expansion have commenced. The three questions to be addressed in this brief introduction are what has been accomplished, where does UNITAR now stand and what are the main challenges and issues ahead.

3. In order to establish an institutional memory and open avenues for further development of training and capacity-building in the United Nations, some general reflections have been prepared and will appear in an annex to the report of activities. They are based on the experience of UNITAR over the last few years.

### Accomplishments during the restructuring period

4. The various resolutions of the General Assembly and the recommendations made by the United Nations responsible bodies since 1993 have been followed up and implemented. The main issues are briefly reviewed below.

5. *Programme focus*: UNITAR has identified several domains in which it could meet precise needs for training and capacity-building, corresponding to recent trends in the development of the Organization's activities in negotiations and conflict prevention, sustainable development and financial management and governance.

6. *Cooperation with training institutions*: Cooperation has been maintained and increased with national, regional and international institutions, particularly those having centres based in developing countries and countries with economies in transition.

7. *The necessity of maintaining a balanced budget*: UNITAR is fully self-funded. No funding or subsidies are received from the regular budget of the United Nations. The level of non-earmarked contributions to the General Fund remains low, making it difficult for the Institute to answer a great part of training requests received from developing countries and countries with economies in transition. Recurrent appeals of the General Assembly to all Governments for support have had limited impact thus far. The level of funds allocated to special purpose grants is satisfactory.

8. All the resolutions of the General Assembly which UNITAR was in a position to follow up directly have been implemented. The same is true of the recommendations of the United Nations Board of Auditors, which were that the accounts of UNITAR be prepared, certified and audited on a biennial (and no longer on an annual) basis. Finally, in its last report on UNITAR (dated 9 March 2000), the Advisory Committee on Administrative and Budgetary Questions also commended the Institute for the implementation of all its previous recommendations.

9. In their reflections on the future of UNITAR (A/54/390, annex), the members of the Board of Trustees stated that "the fact that UNITAR had turned itself around, from an institution which had lost much of its credibility and utility just a few years ago to one which is as highly focused and as successful as it is now, is indeed a source of satisfaction for all concerned. The credit for this goes primarily to the Executive Director and to his exemplary personal rigour and sense of direction. As part of the support and guidance team, the Trustees too can justifiably share in the happy results produced by an institution which is now recognized by all as useful, healthy and solvent. The ultimate test for a United Nations institution comes in the verdict of the Member States, and that is why the General Assembly resolutions on UNITAR speak for themselves.

### Present situation of the Institute

10. In the early 1990s, the future of UNITAR seemed bleak: heavy debt and financial crisis, total loss of credibility, de-motivated staff leaving the organization, poor vision of the future, expensive and often extraneous programmes. The gravity of the situation became to some extent an advantage, in the sense that it demanded a fresh start and imposed, by necessity, a type of management and leadership based on the concepts of the so-called new public management, namely:

(a) Because of its limited financial resources, UNITAR had to design its programmes and establish processes aiming at achieving concrete objectives. Some programmes had to be deleted or radically transformed, especially those that appeared obsolete or faced duplication with initiatives conducted by other institutions, within or outside the United Nations system;

(b) Taking into account the growing number of programmes and initiatives in the field of training and capacity-building, within and outside the United Nations system, UNITAR had to organize the restructuring process through the establishment of a flexible administrative framework and the efficiency of its staff;

(c) Flexibility implies no guarantee of job security for the staff. Not only are the contracts short-term in nature, but they depend on the availability of funds. Each contract can be terminated upon 30 days' notice, should funds not be available. Responsibility for fund-raising usually lies with the staff members themselves, meaning that the regime is even more severe than in the private sector.

11. Each of the main programmes will be briefly described in the present report. Statistical annexes should concretely illustrate the type and extent of UNITAR activities during the period under review. Some 228 different programmes have been conducted over the five continents, benefiting 11,170 persons. The duration of the programmes varies from a couple of days to six months. The number of individual programmes and participants will certainly be in progressive decline in the years to come. The development of capacity-building projects will undoubtedly supersede workshops and seminars.

12. Cooperation with United Nations funds and programmes and specialized agencies has continued to develop. Very significant progress has been made in the development of joint programmes with the United Nations Office for Project Services and new ventures have been launched with the United Nations Environment Programme (UNEP). Grants have been received from the United Nations Fund for International Partnerships and the Global Environment Facility (GEF). All programmes in the field of economic and social development training are jointly conceived and conducted, in one way or another, with United Nations bodies, such as the United Nations Office at Geneva (UNOG), the United Nations Office at Vienna (UNOV), the United Nations Office at Nairobi (UNON), the United Nations Conference on Trade and Development (UNCTAD), the United Nations Development Programme (UNDP), the Office of the United Nations High Commissioner for Human Rights, the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Population Fund (UNFPA), the United Nations Framework Convention on Climate Change and the United Nations University (UNU). The cooperation extends to the United Nations system (the International Labour Organization (ILO), the Food and Agriculture Organization of the United Nations (FAO), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the World Health Organization (WHO), the International Telecommunications Union (ITU), the World Meteorological Organization (WMO), the World Intellectual Property Organization (WIPO), the United Nations Industrial Development Organization (UNIDO) and the World Trade Organization (WTO)) and to other intergovernmental organizations, such as the Organisation for Economic Cooperation in Europe (OECD), the European Union and the International Organization for Migration (IOM).

13. The recommendation of the Joint Inspection Unit regarding division of labour has been strictly implemented. This division has been synthesized as follows: The primary responsibility of UNITAR is training and capacity-building for developing countries and personnel of diplomatic missions to the United Nations, while the United Nations Staff College focuses on training for United Nations personnel. The main areas of responsibility of the United Nations University are research and postgraduate training, as well as strengthening the capacities of higher education institutes in developing countries. Any research conducted by UNITAR or the United Nations Staff College should be operationally oriented and should enhance their training activities.

14. With regard to the extension of programmes to other United Nations offices, besides Geneva and New York, regular activities are held in Vienna and Nairobi and meet with success and interest. During its last session, the General Assembly, in its resolution 54/229 of 22 December 1999, requested that UNITAR organize training at additional sites, including cities hosting regional commissions. This will only be

possible when increased voluntary contributions have re-established a stronger General Fund.

**Challenges for the future**

15. UNITAR is at the service of Member States. On the whole, its restructuring process is generally considered to have had positive results, achieved in a relatively short period of time. UNITAR also has the advantage of working towards specific and quantifiable objectives. Being totally self-funded, during the recent past UNITAR has proven that it could carve out a specific niche in the field of training and capacity-building, compete with similar government and private institutes in terms of substance, delivery and impact of the programmes and monitor the expansion of its activities.

16. Compared to the amounts allocated to development cooperation, whether for investments or technical cooperation, the share reserved for training and capacity-building is insignificant. At UNITAR, roughly one half of the budget is dedicated to capacity-building and the second half to training. In this respect, the average cost per day and per trainee is less than US$ 10, all included, that is, travel and accommodation of trainees and resource persons, research on methodology, design and distribution of training materials, evaluation and follow-up. Costs can be maintained at such competitive levels since, as already mentioned, UNITAR can largely rely upon the competencies available, free-of-charge, within the United Nations system. In resolution 54/229, the General Assembly is very explicit in its call for financial assistance to UNITAR, while recognizing the quality of its recent performance, asking the Member States to consider resuming their voluntary contributions in view of the successful restructuring and revitalization of the Institute. The results of these renewed calls remain quite modest and somewhat disappointing. Most of the main contributors that suspended their assistance during the Institute's crisis in the late 1980s have not resumed their contributions, despite the evidence of improved output and the continued relevance of an organ created with the purpose of enhancing the efficiency of the Organization, mainly through training.

17. Actual and potential donors continue to believe that concrete programmes delivered in a regional or national context are the most effective means to assist capacity-building in developing countries and countries with economies in transition and they follow such a philosophy in their direct bilateral cooperation programmes. While this is certainly a laudable approach, as an organ of the United Nations, UNITAR has to ensure that the most urgent and relevant demands are answered. For the fellowship programmes, for instance, the Institute receives 10 nominations for each place available. If this situation is to improve, the General Fund, made up of non-earmarked contributions, must be strengthened. This would also allow UNITAR a minimum of flexibility to dedicate time and expertise to preparing proposals for requests which cannot be considered at present.

18. In 1999, the General Assembly, in paragraph 12 of its resolution 54/229, renewed its call to the Secretary-General to continue to explore all possible ways and means to provide additional facilities to the Institute for maintaining its offices and for conducting programmes and training courses that are provided at no cost to States and to their representatives accredited to United Nations offices in New York, Nairobi, Geneva and Vienna.

19. Concerns have often been expressed that UNITAR has had to pay rent, maintenance costs, meet expenses within the United Nations premises, etc., while it has been serving all the Member States and, in particular, developing countries and countries with economies in transition, free of charge. Moreover, since 1993, UNITAR has received no subsidies whatsoever from the regular budget of the United Nations. Some comments have inferred that this could be interpreted as a possible double charge by the United Nations.

20. No decision has been taken as yet, although a recent note by the Secretary-General, dated 21 October 1999, on Rental of United Nations premises by the press and other entities (A/C.5/54/25), refers to established policies and shows that institutions with a similar status to that of UNITAR, are accommodated free of charge.

21. During its thirty-eighth session, held in Geneva from 26 to 28 April 2000, the UNITAR Board of Trustees was of the opinion that in view of the important services that UNITAR offered to the United Nations, appropriate facilities should be provided, at no cost, to the Institute for maintaining its offices and for conducting programmes and training courses in Geneva, Nairobi, New York and Vienna. The Board

expressed the hope that the General Assembly would use more explicit language on this issue. It further requested the Chairman and the Executive Director to pursue negotiations with the relevant authorities within the United Nations, along the above lines, in order to find a swift solution to this issue, which had been addressed for three years in a row.

22. In addition, in their last report, the Advisory Committee alluded to the issue, noting that with regard to the implementation of paragraph 12 of General Assembly resolution 53/195 of 15 September 1998, in which the Assembly called upon the Secretary-General to continue to explore all possible ways and means to provide additional facilities to the Institute for maintaining its offices and for conducting programmes and training courses that are provided at no cost to States and to their representatives accredited to United Nations offices in New York, Nairobi, Geneva and Vienna, discussions are ongoing between the Secretariat and UNITAR. In this connection, the Committee was informed that, if the Institute was given relief on rental and accommodation costs it incurred in New York and Geneva, as is done for some other entities, more resources would be available for General Fund activities. The Committee requested that the discussions between the Secretariat and the Institute should continue until a solution was found in accordance with the General Assembly resolutions.

23. During its last session, the UNITAR Board of Trustees underlined the need to be attentive to a proper balance between demand- and donor-driven programmes. By its heavy reliance on special purpose grants, UNITAR ran the risk of mainly developing activities for which there were funds, at the expense of those which may, at a certain time, be most needed by developing countries. The Board also recalled the proposal made in the report of the high-level consultant which launched the restructuring process of the Institute (A/46/482, dated 30 September 1991). Besides the transfer of headquarters from New York to Geneva and the writing off of the UNITAR debt against the appropriation of its building, the consultant proposed that the Institute's programmes be funded through extrabudgetary contributions. It was proposed that a core funding of around US$ 2,000,000 should, however, be allocated from the regular budget of the United Nations to cover some operations and administrative costs, thus insuring the smooth and long-term continuity of the training and capacity-building activities. UNITAR has now regained its credibility and the quality and relevance of its programmes are no longer disputed.

24. Within the ongoing debate on possible new approaches to development financing and, more broadly, on the necessity to identify a new perspective of cooperation for sustainable development, the issue of professional skills is appearing in the forefront. Taking into account the phenomenon of globalization and considering the constant decrease in the level of official development assistance, the relevance and efficiency of the various infrastructures in the recipient countries are increasingly at stake. Training, which aims at capacity-building and institution-building will have a major role to play. Multilateral cooperation, in particular on the part of the United Nations, should represent the cornerstone of this new architecture. UNITAR has found its place in the context of training and capacity-building for sustainable development.

# Report of activities

## I. Training Programme in Multilateral Diplomacy and International Affairs Management

25. The training activities of the UNITAR Training Programme in Multilateral Diplomacy and International Affairs Management are designed and conducted for junior, mid-level and senior-level diplomats, diplomatic trainees, government officials from specialized ministries, academics and representatives from intergovernmental organizations. The Programme's training activities can be presented under the five subtitles set out below.

### A. Diplomacy training and fellowships

#### Training for the diplomatic communities in Geneva, Nairobi and Vienna

26. These training courses address diplomats at four United Nations headquarters, namely Geneva, Nairobi, New York and Vienna. Training activities in Nairobi have been conducted since June 1999.

27. They focus on general, specific and technical aspects which are instrumental for diplomats in accomplishing their professional tasks in a multilateral setting. Workshops and seminars are offered on: techniques of negotiation and mediation; structure and functioning of the major United Nations organs; drafting of resolutions, trends and challenges in the United Nations system; United Nations conference rules and procedures; structure and retrieval of United Nations documentation; international economics; diplomatic privileges; public speaking; effective presentations; and chairing meetings.

28. During the period under review, 25 training activities (12 in Geneva, 2 in Nairobi and 11 in Vienna) were conducted under this programme category benefiting 606 trainees. New York activities are reported separately.

#### Tailor-made training

29. UNITAR offers its tailor-made training programmes in multilateral diplomacy and international affairs management to United Nations Member States and international governmental or non-governmental organizations. Participants learn how to act more efficiently on the multilateral scene, for the benefit of their countries or organizations. Thus, UNITAR enhances domestic capacities for development in the United Nations Member States. Countries define their training needs and priorities to UNITAR, which then develops a training curriculum on an individual basis. The Institute selects trainers and handles all administrative and logistical aspects of the programme. Lastly, UNITAR carries out the training programme, provides all trainees with background material and evaluates the success of the training project. Such training can be implemented in Geneva, at other United Nations headquarters or in-country sites.

30. Between July 1998 and June 2000, the following tailor-made training was conducted for a total of 94 trainees:

(a) Workshop on conference diplomacy and multilateral negotiation, for Italian junior diplomats, conducted in Rome on the request of the Italian Diplomatic Academy;

(b) Seminar on the United Nations system and its reform, for government officers from the Gambia, conducted in Banjul upon the request of UNDP in the Gambia;

(c) Regional international law course for countries from Central Asia and the Middle East, conducted in Tehran by UNITAR, on behalf of the United Nations Office of Legal Affairs.

#### Fellowship programmes

31. UNITAR fellowship programmes provide junior to mid-level professionals from United Nations Member States with substantive subject knowledge in the areas of public international law, international affairs management and the international civil service. As a rule, these training courses last much longer than the aforementioned training programmes, covering periods of three weeks, six weeks and seven months. They are recurrent, annual programmes and participation is based on a competitive selection process.

32. *Fellowship Programme in International Law, The Hague.* This United Nations/UNITAR training

programme for lawyers from developing countries and countries in transition was established under the United Nations Programme of Assistance in the Study, Teaching, Dissemination and Wider Appreciation of International Law. A limited number of places is available for lawyers from industrialized countries on a cost-covering basis. The course covers, inter alia, international criminal law, treaty law, law of the sea, environmental law, humanitarian law, refugee law, human rights, trade law and trade dispute settlement, dispute resolution, negotiation of international legal instruments and international watercourse law.

33. *Fellowship Programme in International Affairs Management, Geneva.* This three-week training programme introduces junior to mid-level diplomats to the multilateral diplomatic work environment. The fellowships are reserved for trainees from developing countries and countries in transition. Interested diplomats from industrialized countries may also attend, but must pay a course fee. The programme covers the United Nations system, United Nations reform proposals, United Nations peacekeeping, preventive diplomacy, multilateral negotiation, dispute settlement, mediation, disarmament, international economic relations, international financial management, international law, public speaking and new communication technologies.

34. *Fellowship Programme on the International Civil Service, Yaoundé, Paris, Geneva.* This seven-month programme is open to trainees from the public and private sectors of French-speaking developing countries. It is organized with the support of the Agence intergouvernementale de La Francophonie in collaboration with the Cameroon Institute of International Relations and the Paris-based International Institute of Public Administration. The training comprises four months of instruction followed by a three-month practical internship within a United Nations organization or specialized agency. The course covers the international civil service, international public administration, international organizations, international law, international economic relations, negotiation techniques and computer and communication skills.

## B. Peacemaking and preventive diplomacy

### Programme for Briefing and Debriefing Special Representatives and Envoys of the Secretary-General

35. This programme is designed to preserve and pass on the valuable lessons and experience of special and personal representatives and envoys of the Secretary-General. Based on in-depth interviews with current and past special representatives of the Secretary-General, a well-organized Handbook for special representatives of the Secretary-General and envoys will be prepared. Following the debriefing stage, a more systematic briefing programme will be organized for new special representatives of the Secretary-General in close cooperation with the relevant departments in the United Nations Secretariat. In addition, an annual seminar will be held for special representatives of the Secretary-General so that they can share their experiences with one another and so that problems which recur across missions can be discussed in an ongoing manner. The project is being funded by the Department for International Development of the United Kingdom of Great Britain and Northern Ireland, the Ministry for Foreign Affairs of Sweden, the Department of Foreign Affairs and International Trade of Canada and the Federal Department of Foreign Affairs of Switzerland.

### Fellowship Programme in Peacemaking and Preventive Diplomacy

36. This yearly programme, which is co-sponsored by UNITAR and the International Peace Academy, offers advanced training in conflict analysis, negotiation and mediation to United Nations staff and diplomats who wish to learn or refine those skills. The major focus is on the peaceful resolution of disputes through the United Nations. The two-week training programme is held at the Austrian medieval castle of Burg Schlaining and offers the latest knowledge and experience in conflict resolution through case studies, seminar discussion of obstacles and issues and hands-on practice of negotiation and mediation exercises. The programme has been supported by the Governments of Austria, Canada, Germany and Sweden, as well as by the Carnegie Corporation of New York, the William and Flora Hewlett Foundation and the McKnight Foundation.

### Senior Seminar in Peacemaking and Preventive Diplomacy

37. The second Senior Seminar, held in Mont Pélerin, Switzerland, was organized in close cooperation with the United Nations Department of Political Affairs and funded by the Federal Department of Foreign Affairs of Switzerland. The topic selected by the Department of Political Affairs was "The challenge of democratic transition: lessons from past experience for future United Nations peacemaking and peace-building". The seminar examined lessons from Cambodia, Bosnia, Guatemala, Mozambique and Tajikistan. Participants were senior United Nations staff and senior scholars with expertise in this area.

### Regional Training Programme to Enhance Conflict Prevention and Peace-building in Southern Africa

38. Modelled on the above-mentioned Fellowship Programme in Peacemaking and Preventive Diplomacy, this two-week training course is tailored to the pressing needs and challenges of African policy makers in their efforts to assess and respond to conflicts in Africa. Participants were senior diplomats and military officers from Southern African Development Community (SADC) countries, as well as representatives of civil society groups working in conflict prevention. The programme was funded by the Ministry for Foreign Affairs of Denmark and held in cooperation with the SADC Regional Peacekeeping Training Centre in Harare. It is anticipated that this will become a yearly programme. A similar meeting is being planned for October 2000 with participants from all parts of Africa. The meeting will be held at the Gorée Institute in Senegal, and is being funded by the Canadian International Development Agency and the German Federal Office of Foreign Affairs.

### Democratic Institutions and Conflict Management in West Africa: A Strategic Workshop for Senior Policy makers

39. This meeting, held at the Gorée Institute in Senegal, was co-sponsored by the Institute for Democracy and Electoral Assistance in Sweden and the Organization of African Unity and funded by the Canadian International Development Agency. The meeting was geared towards senior government officials, such as presidential advisers, government ministers and other senior policy makers from five West African countries. Senior African scholars addressed issues such as the political and economic causes of conflict, constitutional issues, devolution of power and models of local government, political participation and minority issues, civil-military relations and electoral processes.

### The All-Africa Conference on African Principles of Conflict Resolution and Reconciliation

40. This conference, held in Addis Ababa and funded by the Department for International Development of the United Kingdom, examined the lessons to be learned from indigenous approaches to peacemaking in Africa and provided a forum where views and experiences of African principles of reconciliation were exchanged and discussed by African practitioners, researchers and non-governmental organizations. Follow-up activities are currently under way to create a network of associations and institutions to carry out implementation of the recommendations of the conference.

### Training Programme to Enhance the Conflict Resolution and Peace-building Capacities of Minority and Indigenous Peoples' Representatives

41. This new programme aims to provide advanced training to key representatives of minority and indigenous peoples in problem-solving approaches to negotiation. The training is designed to build representatives' capacities to negotiate more effectively with Governments and other dominant groups to have their needs met, while preserving effective working relationships. The first one-week training course has been funded by the Federal Department of Foreign Affairs of Switzerland and will take place in Geneva in conjunction with the Working Group on Indigenous Peoples. The second annual one-week training course will take place regionally and plans are under way to hold it at the University for Peace in Costa Rica in December.

## C. Programme of Training for the Application of Environmental Law

42. The UNITAR Programme of Training for the Application of Environmental Law was developed to promote the strengthening of national legal and

institutional components for improved environmental management for sustainable development. It is intended to respond to the needs of developing countries and countries with economies in transition by raising awareness and developing increased knowledge in countries throughout the world about environmental law obligations and opportunities.

43. The Programme is carried out in partnership with UNEP and with the Commission on Environmental Law of the World Conservation Union and features cooperation with several other partner organizations. Financial support has been provided by the Governments of Canada, France, Ireland, Japan, Mexico, Netherlands and Switzerland, as well as the United Nations Office for Project Services, UNDP, UNESCO, the World Heritage Convention and the Carl Duisberg Gesellschaft.

44. Distance learning through courses of correspondence instruction is the central component of the Programme, in order to reach large numbers of people in both government agencies and non-governmental organizations from countries throughout the world. A series of environmental law training manuals containing material found in no other single source is being produced.

45. Since 1998, considerable progress has been made in carrying out all aspects of the Programme, most notably, the production of 10 English Language Phase I Courses of Correspondence Instruction. Attention was given in early 2000 to the production of additional groups of courses dealing with approaches and techniques to meet national implementation requirements for international environmental law provisions. Comparative law illustrations will be provided in new courses in legal drafting and research for environmental law; legislative tools and measures in environmental law; national regulation of hazardous materials and waste; national legal measures for species, habitats and ecosystems; national legal measures for air, water and soil. By mid-2000, over 500 participants from 88 countries had followed these courses.

46. Distance learning instruction is supplemented by specialized inaugural or follow-up workshops held at the national or regional level along with selected intensive efforts for environmental law capacity-building at national level. Since mid-1998, workshops have been held in the Czech Republic, the Gambia, Japan, Kenya, the Lao People's Democratic Republic, Switzerland, Thailand, the United States of America and Zimbabwe on a wide variety of environmental law and management themes. Especially noteworthy has been the UNITAR training workshops for the Asia-Pacific region on the implementation of multilateral agreements related to biological diversity, held in 1998 and 1999 at Kushiro, Japan.

47. Initiatives are now pending for intensive national capacity-building programmes in Bolivia, Côte d'Ivoire, the Dominican Republic, the Lao People's Democratic Republic, Madagascar, Viet Nam and Zambia, as well the continuation of the Kushiro regional training programme and special regional programmes for French-speaking countries. A training programme related to implementation requirements for the Convention on Biological Diversity and the biosafety protocol is also under preparation.

## D. International migration policy

48. At the end of June 2000, the International Migration Policy Programme concluded two years of implementation. Co-sponsored as an inter-agency activity by UNITAR, UNFPA, IOM and ILO, the Programme also works in close cooperation with UNHCR and other global and regional institutions dealing with migration and related aspects. Its purpose is to strengthen the capacity of Governments in different world regions to manage migration flows at national and regional levels and to foster regional dialogue and cooperation among Governments towards orderly migration. Meetings are conducted through open and informal discussion among government participants, where general knowledge is combined with review of practical migration topics and hands-on problem solving. Experts from Governments, intergovernmental institutions, relevant non-governmental organizations and academia act as resource persons. Shorter follow-up seminars and workshops on specific topics of priority concern are organized in the same regional settings.

49. Within 18 months, the Programme held four comprehensive capacity-building and regional dialogue meetings, involving close to 220 middle to senior-level government officials from 63 countries, as well as some 65 international experts and resource persons and a large number of representatives of observer Governments and international organizations.

50. In November 1998, over 40 government officers from 19 central and eastern European countries, the Commonwealth of Independent States and the Baltic States met in Budapest for a first in-depth and practice-oriented training and dialogue exercise, covering essentially all relevant aspects of migration policy and management. In April 1999, 45 officials from all southern African States met in Pretoria to discuss region-specific migration concerns, define common understandings on how to address these challenges and analyse possible areas of inter-State cooperation. In November 1999, some 60 officials from 19 countries in South-East Asia and the Pacific gathered in Bangkok for a further major training, capacity-building and regional dialogue exercise, including the review of the practical implications of the April 1999 South-East Asian Migration Symposium. In May 2000, the Programme organized, in Issyk-Kul (Kyrgyzstan), the International Migration Policy Conference, with 13 countries from central Asia, the Caucasus and neighbouring States, which was attended by close to 70 senior government officials and focused on aspects related to irregular migration and stability in the region.

51. A key feature of the International Migration Policy Programme is its inter-agency character and the resulting multidisciplinary approach and inter-agency cooperation. The support and substantive expertise offered by the Programme's partner agencies in the preparation and implementation of its meetings has indeed proven to be a significant asset, ensuring complementarity of action and work programmes that provide Governments with the most comprehensive picture possible on the movement of people today.

52. Based on two years of experience, and ongoing adjustment in approach and focus, the Programme is seen today as a truly useful mechanism for imparting migration expertise to government migration managers and policy makers. The Programme's concept is seen as innovative, practice-oriented, and responding to a real need. Work programmes cover all relevant aspects of migration and human displacement, including migration causes and impacts, global and regional migration policies, principles of migration-related international law, national migration policies, legislation and structures, migration management tools, border control, all aspects of irregular migration (including trafficking and organized crime, detection and removal processes), asylum and refugee protection, gender, human rights, migration and health, etc.

53. Follow-up seminars in the second half of 2000 and beyond are planned for southern Africa, eastern Europe and central Asia and the Caucasus. Two major migration policy conferences are also envisaged for the Mediterranean region and for Eastern Africa.

## E. Programme of Correspondence Instruction in peacekeeping operations

54. The UNITAR Programme of Correspondence Instruction has been providing self-paced correspondence courses on United Nations peacekeeping since 1995. In collaboration with the Department of Peacekeeping Operations, this programme ensures that the content of the courses justly reflects accepted United Nations practices and policy. Each of the eight courses offered covers a different aspect of peacekeeping. Eleven courses are now in place, all of which are available in English, two in French, three in Spanish and two in German. During the period from 1 July 1998 to 30 June 2000, the Programme processed 2,197 enrolments in 13 self-paced correspondence courses, with students coming from 63 troop-contributing States.

55. The individual course titles offered by the Programme to students include the following: Principles for the Conduct of Peace Support Operations (in English or German); Commanding United Nations Peacekeeping Operations: Methods and Techniques for Peacekeeping on the ground (in English or French); Logistical Support of United Nations Peacekeeping Operations (in English or Spanish) Operational Logistical Support of United Nations Peacekeeping; Serving as a United Nations Military Observer: Methods and Procedures (in English or Spanish); History of United Nations Peacekeeping Operations 1945 to 1987; History of United Nations Peacekeeping Operations 1988 to 1997; United Nations Civilian Police: Restoring Order Following Hostilities (in English or Spanish) Peacekeeping Force in the Former Yugoslavia: Dayton to Kosovo (in English or French); Demining in the Aftermath of War: Preventing Casualties among Peacekeepers and the Civilian Population (in English or German); International Humanitarian Law and The Law of War; Global Terrorism; and Peacekeeping and International Conflict Resolution.

## II. New York office

56. The UNITAR New York office was opened in October 1996, in accordance with various resolutions of the General Assembly and with a decision by the UNITAR Board of Trustees. Its key mandate is to organize training for delegates in New York and to strengthen the Institute's cooperation with the United Nations Secretariat, programmes and funds, as well as with academia, foundations and the private sector in the Americas. The office also provides briefs on other UNITAR programmes conducted from its Geneva headquarters. It furthermore maintains liaison services to another North America-based UNITAR programme, namely, the Programme of Correspondence Instruction in Peacekeeping Operations.

### Some highlights of New York office activities

57. The main operational task of the New York office is the design and conduct of training programmes for permanent missions in New York. From July 1998 to June 2000, the office conducted some 51 training events, an average of more than two events per month. Programmes are designed on the basis of the needs and requests formulated by the missions and through regular assessments conducted by UNITAR at the end of each course. Since July 1998, the UNITAR New York office has trained 1,829 participants, while the range, depth and number of programmes have progressively increased.

58. In 1999, the Institute offered 26 courses (an increase of 7 new courses over the 19 offered in 1998) and in 2000, it is offering 30 courses.

59. Some intensive courses, such as the annual Campus on International Trade, provide delegates with a platform from which to undertake more extensive training on themes of particular importance.

60. The office aims to provide timely training events to contribute to the specific work of delegates in New York, for example, the Workshop on information technology held prior to the 2000 high-level Economic and Social Council session on Information Technology, the Workshop on trade negotiations held before the World Trade Organization (WTO) Ministerial Meeting in Seattle, the Workshops on multilateral environmental negotiations held before the fifth and sixth Conferences of Parties to the Climate Change Convention, etc.

61. The office has continued with its institutional partnerships with centres of academic excellence, such as the Fletcher School of Law and Diplomacy at Tufts University and the University of Texas at Austin.

62. Increasingly, the New York office receives direct requests from permanent missions for additional programmes. New training events relating to international trade, public-private partnerships, information technology, the work of the Committees of the General Assembly and the work of the Economic and Social Council for new members of the Council have been designed following specific requests from missions. The office will continue this strategy of flexibility and diversity, while at the same time consolidating the themes and curricula that have proven their relevance to the work of delegates. Efforts to offer wider access and a strengthened follow-up to each event are ongoing, notably through handbooks and training material, as well as the use of web sites. Furthermore, efforts to offer "content hours" and "continuing education units" to UNITAR programme participants were initiated in 2000.

63. The New York office draws its resource persons from a variety of agencies and departments within the United Nations system, as well as from academic institutions, non-governmental organizations and private or public corporations. The office has a number of joint programmes, which include a series on Sustainable Development in Practice with the United Nations University; a workshop series with the World Bank; an annual week-long Campus on International Trade with the University of Texas at Austin and the World Trade Organization; a series on Multilateral Environmental Negotiations with the Fletcher School of Law and Diplomacy; a workshop series with the Dag Hammarskjöld Library; a workshop series under a partnership with Seton Hall University; and a workshop series on public-private partnership for sustainable development with the German Management Academy.

### Special projects

64. In addition to the above-mentioned training programmes, the New York office has jointly organized the following special projects:

65. *UNITAR/Institute of Policy Studies of Singapore/ Japanese Institute of International Affairs Conference Series on Peacekeeping*. The conference series aims at

bringing together, in an informal, closed-door setting, key actors at the highest level from Governments, the United Nations system, the military, academia and the non-governmental organization community. Together, they review and debate matters related to peacekeeping, share ideas and offer recommendations to decision-making bodies. The report (and recommendations) of the conference series are submitted to the Secretary-General and to Member States. It is also published in book form.

66. The most recent conference in this series, entitled "The Nexus between Peacekeeping and Peace-building: Debriefing and Lessons Learned", was held in November 1999. Conference deliberations were distributed in the form of a "Co-Chairs' Summary" and "Conclusions and Recommendations". The conference proceedings are to be published in book form by September 2000.

67. *UNITAR/Consensus Building Institute/Fletcher Series on Consensus Building and Multilateral Negotiation for the Group of 77.* UNITAR and the Consensus Building Institute have been awarded a grant through the United Nations Fund for International Partnerships to assist the countries of the Group of 77 (G-77) in building negotiating capacity. The Programme is carrying out a series of workshops designed under the guidance of the G-77 leadership and members that address obstacles faced by the G-77 in negotiations, particularly in key areas such as capacity-building, sustainable energy, climate change, biodiversity and trade. The first two workshops of the series were conducted in March and May 2000. It is hoped that, in the long run, this forum will become a credible and reliable platform where G-77 countries can improve and refine their negotiating positions.

# III. Training and capacity-building programmes in the field of economic and social development

## A. Training and capacity-building programmes in chemicals and waste management

### Training and capacity-building programmes in chemicals and waste management

68. These programmes support developing countries and countries in economic transition in their efforts to ensure that dangerous chemicals and waste are handled safely without causing harm to human health and the environment. The programmes are closely linked to the implementation of Agenda 21 and related policy instruments which set out responsibilities of countries vis-à-vis the goal of sustainable development. As a participating organization in the Inter-Organization Programme for the Sound Management of Chemicals (IOMC), a cooperative agreement among UNEP, FAO, WHO, ILO, UNIDO, UNITAR and OECD, UNITAR contributes its experience in training and capacity-building methodologies, while the Institute's IOMC partners contribute their substantive expertise in specific areas of chemicals and waste management.

### Programmes on national integrated management of chemicals

69. The cross-sectoral nature of chemicals management, and the interests of various government ministries and other stakeholders in this area, require an integrated and coordinated approach at the country level and the development of an organizational framework through which sustained national action in the sound management of chemicals can be ensured. The following interrelated UNITAR programmes and services are designed to assist countries in systematically addressing this challenge and are closely linked to the various recommendations issued by the Intergovernmental Forum on Chemical Safety (IFCS).

70. *National chemicals management profiles.* The UNITAR/IOMC Programme to Facilitate the Preparation of National Profiles to Assess the National Infrastructure for the Sound Management of Chemicals assists countries in assessing their existing legal, institutional, administrative, and technical infrastructures for the sound management of chemicals, following the

UNITAR/IOMC National Profile Guidance Document. This document, which was developed through pilot projects in four countries, has been endorsed by IFCS. As of June 2000, the following countries obtained support through the programme: Angola, Argentina, Benin, Bolivia, Bulgaria, Burkina Faso, Cameroon, China, Colombia, Côte d'Ivoire, the Czech Republic, Ecuador, Egypt, the Gambia, Georgia, Ghana, Guinea, Hungary, Indonesia, Jordan, Lithuania, Madagascar, Malawi, Mali, Mexico, Nicaragua, Niger, Nigeria, Pakistan, Paraguay, Peru, the Russian Federation, Senegal, Slovenia, South Africa, Thailand, Tunisia, the United Republic of Tanzania, Uruguay, Venezuela, Viet Nam and Zambia.

71. *National priority-setting workshops.* This Programme addresses the interest of many countries to take a next step following the preparation of a comprehensive national profile, that is, to set priorities for strengthening specific aspects of national chemicals management. UNITAR has prepared a guidance document on organizing such an event and provides support to interested countries, resources permitting. By early 2000, some 15 countries had organized a national priority-setting workshop with the support of UNITAR.

72. *National action programmes.* The UNITAR/IOMC Training and Capacity-Building Programme to Assist Countries in Implementing National Action Programmes for Integrated Chemicals Management supports countries in implementing a formal national process through which technical task forces address national priority issues. During the reporting period, pilot programmes in Argentina, Ghana, Indonesia and Slovenia were successfully completed. The UNITAR/IOMC guidance document, entitled "Planning and Implementing a National Action Programme for Integrated Chemicals Management" served as the key reference for the pilot countries.

### Specialized training and capacity-building programmes

73. UNITAR also conducts programmes on specialized topics of chemicals and waste management. Following are brief descriptions of the activities conducted.

74. *Risk management decision-making for priority chemicals.* Taking into consideration experience gained through pilot projects in Chile, Cameroon, the Gambia and the United Republic of Tanzania, UNITAR training activities conducted under this programme promote a general understanding of risk assessment and risk management approaches and are meant to increase familiarity with the various types of resources and expertise needed in this context. The programme is implemented through country-based projects during which partner countries choose a priority chemical and develop a risk-reduction strategy for it through a process involving all affected and interested parties. The programme is conducted in cooperation with the International Programme on Chemical Safety.

75. *Pollutant release and transfer registers.* The UNITAR pollutant release and transfer registers Training and Capacity-Building Programme, which is implemented in cooperation with OECD and UNEP Chemicals, assists countries in the design and implementation of national pollutant release and transfer registers through a process involving all interested parties. UNITAR country-based pollutant release and transfer registers activities have included collaboration with Argentina, Cuba, the Czech Republic, Egypt, Mexico and Slovakia. At the international level, UNITAR has initiated a Network of Pollutant Release and Transfer Registers Resource Persons through which interested countries will learn about and have better access to related expertise in countries and organizations.

76. *Globally Harmonized System for the Classification and Labelling of Chemicals.* In preparation of the adoption of the Globally Harmonized System for the Classification and Labelling of Chemicals, UNITAR and the International Labour Organization (ILO) agreed in early 2000 to collaborate in developing and implementing a Global Capacity-Building Programme to Assist Countries in implementing the Globally Harmonized System for the Classification and Labelling of Chemicals.

### Support activities and services

77. In order to facilitate access to existing information and experiences and to provide added value to ongoing capacity-building efforts of various actors, UNITAR is conducting the following capacity-building-related support activities and services.

78. *Development of a capacity-building network for the sound management of chemicals.* In 1998, IFCS requested UNITAR to collaborate with countries,

international organizations and others, to develop terms of reference for a capacity-building network for the sound management of chemicals. The objective of the network would be to enhance the exchange of information and experience about capacity-building activities carried out through international organizations, bilateral development cooperation agencies and other groups. The draft terms of reference for the network was prepared in early 2000 and is to be discussed at Forum III in October 2000 for possible adoption.

79. *Organization of thematic workshops on priority topics of national chemicals management.* UNITAR, together with interested countries and international and non-governmental partners, has organized a series of workshops which addressed national chemicals management capacity-building issues related to: national information systems (September 1998); education and awareness-raising (October 1998); legislation (June 1999); and risk management decision-making for priority chemicals (October 1999).

80. *Library of guidance and training material.* The establishment of a library of guidance and training material relevant to chemicals management capacity-building has been initiated by UNITAR in collaboration with other IOMC participating organizations. As a starting point for the library, UNITAR, in cooperation with its partners in IOMC, has published a document entitled "Guidance and Training Materials of IOMC Participating Organizations: An Annotated Resource Guide for Chemicals Management Capacity-Building", which provides references to documents considered to be of particular relevance to country-based capacity-building activities.

81. *National profile home page.* UNITAR and the European Chemicals Bureau of the European Commission have established an Internet-based national profile home page as a means to facilitate worldwide access to national chemical management profiles for the benefit of all interested parties. National profiles are added at a rate of approximately 20 profiles a year. A national profile CD-ROM has been published for countries and organizations which lack adequate access to the Internet.

## B. Climate Change Training Programme

82. The Climate Change Training Programme (CC:Train) was established jointly in 1993 by UNITAR and the Climate Change secretariat in order to address directly the problems faced by developing countries in managing climate change issues. Since its inception, it has promoted the principle of national implementation, regional support, and global coordination based on its bottom-up strategy. CC:Train particularly works to enhance human resources through an innovative suite of training programmes. The underlying principle is to ensure that all capacity-building activities reflect national priorities and initiatives in a cost-effective, customized approach, and to ensure timely delivery of appropriate training and post-training support.

### National communications and enabling activities

83. *Country-based training.* The GEF-funded project (Phase II) was successfully concluded in 1999. At the request of the parties to the United Nations Framework Convention on Climate Change and the secretariat, CC:Train will continue to organize training on climate change on a cost-recovery basis to requesting parties even beyond its project life. A proposal for Phase III is being prepared and will be submitted to fund CC:Train's growing activities and services.

84. *Improving existing training packages and developing new training resources.* A new CD-ROM containing five training packages was released at the fifth session of the Conference of the Parties to the Convention in Bonn in October 1999. The CC:Train library of training packages has been used in many other countries by other projects and organizations. Updates and improvements are planned, as are new training packages covering other areas and tasks.

85. *Delivery of training in countries.* A series of training workshops has recently been implemented in Cambodia, Ethiopia, the Islamic Republic of Iran and Maldives. Based on discussions with UNEP and UNDP, it is anticipated that more countries will be calling on CC:Train for training.

### Climate change certificate programmes

86. *Vulnerability and adaptation certificate course.* In partnership with the South Pacific Regional Environment Programme and the International Global

Change Institute, CC:Train has established a four-month university-based certificate course on vulnerability and adaptation assessment. The course is in a third round and is now implemented by the University of the Pacific for the Pacific Island Countries. Discussions are under way with the Institute of Ecology of the National Autonomous University of Mexico to expand the course to Central America.

87. *Mitigation analysis certificate course.* Discussions are under way with the Asian Institute of Technology in Bangkok to develop a certification course in mitigation analysis.

#### Pacific Islands Climate Change Assistance Programme

88. The Pacific Islands Climate Change Assistance Programme has been very successful and is being presented as a model for future regional programmes on climate change in small island countries. The first phase was successfully concluded in June 2000. Results of the project were presented at the Pacific Islands Climate Change Conference held from 3 to 7 April 2000 in the Cook Islands. The South Pacific Regional Environment Programme and UNITAR, building on their effective partnership, have entered into an agreement to jointly develop phase 2 for GEF and bilateral funding in 2000. UNITAR will be responsible for developing and implementing mechanisms for a stronger and closer human resource development component in the next phase of the Programme.

#### Support programme for national inventory systems of parties with economies in transition

89. Following a regional workshop organized in partnership with the Climate Change secretariat on the new United Nations Framework Convention on Climate Change reporting guidelines on annual inventories and options to address challenges of Annex I parties with economies in transition in preparing greenhouse gas inventories, it has been requested that CC:Train develop and implement a multi-year training support programme on inventories for parties with economies in transition. A proposal was submitted to donors in June 2000.

#### Implementing facility of the secretariat of the United Nations Framework Convention on Climate Change

90. As part of its evolving partnership with the UNFCCC secretariat, UNITAR has been identified as an effective implementing partner for other related activities that the secretariat has planned to outsource.

91. Following consultations with the G-77 and China, the UNFCCC secretariat and the United Nations Foundation, a pilot programme aimed at strengthening the negotiating capacity of G-77 and China delegates in the Climate Change Negotiations is currently being developed. UNITAR will build on CC:Train's activities and on the modest United Nations Foundation-funded UNITAR/Consensus Building Institute Capacity-Building Project for G-77 and China.

#### National Councils for Sustainable Development

92. In partnership and at the request of the Earth Council, UNITAR has developed a Programme to Support National Councils for Sustainable Development. This project is currently being finalized and will be submitted to the United Nations Foundation for International Partnerships (Turner Fund) in mid-2000.

#### Assessing capacity-building needs of developing countries within the United Nations Framework Convention on Climate Change process

93. Working together with a group of regional partners, CC:Train has proposed a project to help non-Annex I parties participate in the United Nations Framework Convention on Climate Change process. In order to achieve this goal, the project will perform a needs assessment among these parties. Furthermore, the project aims to develop efficient and equitable strategies for delivering capacity-building activities.

## C. Information society and development

#### Centre d'Initiation aux Technologies de l'Information (ICT Training Centre) project

94. The goal of this project, which was conceived in the Écôle polytechnique of Yaoundé, was to establish a high-level, self-sustained training centre to raise Internet awareness in higher education and enterprises. It was financially supported by the Infodev programme

of the World Bank, and the Ministry of Foreign Affairs of France. It can now be said that the objectives of the project have been achieved.

95. During the project, three public seminars were organized. The first session trained experts on Network, and the two following sessions trained experts on Internet applications. By the end of the seminars, a core group of trainers was ready to assume the responsibility for future training in an autonomous manner.

96. The project is now considered to be self-sustaining. Clients will be administrations and enterprises. Indeed, a fourth training session was organized, without any help from external parties.

#### CD-ROM Internet au Sud

97. The CD-ROM Internet au Sud is a reference library on Internet and all related issues. It includes texts, books, training courses, laws, treaties and software. It is intended to be a self-training and documentary tool on the Internet dealing with: setting up the Internet; using Internet services; the regulatory aspects of Internet; and the economic and social impacts of the Internet.

98. The French version was published in January 2000. To date, 7,500 copies have been distributed by partner organizations, such as the Organisation internationale de la Francophonie, Agence intergouvernamentale de la Francophonie, FAO, UNESCO, INFODEV (World Bank), the World Intellectual Property Organization (WIPO), the Ministry of Foreign Affairs of France, and UNITAR. UNITAR has launched a bilingual version (French-English), which will be published by the beginning of 2001.

#### Info-Com Gabon

99. The project Info-Com Gabon consists of defining a national plan for the entry of Gabon into the information society.

100. The first step involves the constitution of working groups by sector of activity. These groups then have to work on the elaboration of a strategy in their respective field of activity. A training seminar for webmasters took place in March. A seminar held in April offered the opportunity to compile an assessment report on communication. A web site on the project is now available and includes a description of the project, as well as all documentation relating to it. A seminar is scheduled for October, where all the sectoral strategies will be presented. The last step will consist of defining the global strategy to prepare the entry of Gabon into the information society.

#### Seminar on Internet governance

101. A seminar on Internet governance was organized in Antananarivo, in September 1999, with the cooperation and financial support of the Institut francophone des nouvelles technologies d'information et de la formation (INTIF). This seminar raised issues such as domain name administration at national and international levels. It aims at preparing executives and representatives from Madagascar to actively participate in negotiations on this topic taking place in regional or international forums.

#### Agency for Cultural and Technical Cooperation/International Institute for Public Administration/Institute of International Relations of Cameroon/United Nations Institute for Training and Research Fellowship Programme on International Civil Service

102. A one-week training programme on new information technologies, web page design and regulatory aspects of Internet was organized as part of the Fellowship Programme on International Civil Service. Co-sponsored by the Agency for Cultural and Technical Cooperation, the International Institute for Public Administration, the Institute of International Relations of Cameroon and UNITAR, the Programme is run in cooperation with the International Affairs Management Programme.

### D. International Training Centre for Local Actors: Programme on Decentralized Cooperation and Sustainable Development

103. The democratization process and the decentralization of power are giving rise to new territorial actors involved in the development of economic activities, social cohesion and quality of life. These local decision makers are expressing the lack of training and information available in order for them to face their new responsibilities at the fringe of the

globalization of environmental and socio-economic problems and the decentralization of decision-making mechanisms.

104. Following a series of studies, UNITAR, together with the United Nations Office for Project Services, French and Swiss local authorities, non-governmental organizations, universities and representatives of the private sector, have set up a new international programme entitled the International Training Centre for Local Actors: Programme on decentralized cooperation and sustainable development. This new initiative aims at bridging the existing gaps by proposing, on the one hand, information and training based on partnerships adapted to the challenges of sustainable development and decentralized cooperation and, on the other hand, a platform of meetings and exchanges facilitating cooperation between the United Nations system, Member States, local territories, non-governmental organizations and private companies.

105. The target group is mainly comprised of elected persons and professional staff from local territorial administrations and those in charge of decentralized cooperation, local decision makers from the private sector and associations seeking a better understanding of international mechanisms.

106. The programme, led by UNITAR and administrated by the United Nations Office for Project Services, is run in partnership with universities, non-governmental organizations, representatives of private companies, and is supported by local and government authorities.

107. To date, four seminars have been organized on: sustainable tourism; decentralized cooperation in the framework of sustainable development; Internet services for local authorities and decentralized cooperation; and the role of European regions in decentralized cooperation for the reconstructions of post-crisis situations in the Balkans in general, and in Kosovo in particular.

108. For the 2001-2003 period, a programme of activities is being prepared in collaboration with all the partners of the programme.

## E. Training Programme for the Management of Information and the Mastering of Communication Technologies in the Field of Environment

109. The numerous past and ongoing national, regional and international environmental programmes have produced considerable quantities of data and information. This veritable mine of information is, however, difficult to access for a number of technical (incompatibility of format, distance), administrative (barriers between ministries, department, universities, non-governmental organizations) and cultural (the belief that information is power) reasons. The new information and communication technologies now allow for governance online. UNITAR, in partnership with the Observatory of the Sahara and Sahel, has conducted promising projects in Africa in this field.

110. The biennium 1999-2000 has been marked by an increase of training activities for the management of information, the mastering of communication technologies and the development of new operational activities, such as environmental monitoring, disaster prevention, post-conflict or natural disaster reconstruction.

111. The success of the launching phase of this programme has led to the conception of new initiatives with UNEP, the Global Resource Information Database (GRID), the United Nations Office for Project Services Division for Rehabilitation and Social Sustainability and the International Telecommunication Union (ITU).

### Research and development

112. The conduct of research activities for the development of tools being used in the framework of the programme offers all concerned partners a means to access and exchange all types of information and data. This exchange builds upon the existing information to create synergies between different initiatives, facilitating further exchange and the establishment of new mechanisms of online governance.

113. The tools conceived and developed, in collaboration with GRID Geneva, aim at integrating information technologies into platforms where information circulates using web technologies and allowing consultation, updating and distance management of environmental databases.

**United Nations inter-agency cooperation**

114. The biennium has been marked by increased cooperation with other UNITAR programmes, including the Programme on the Application of International Environmental Law, the Programme on Information Society and Development and the development of new initiatives with other institutions of the United Nations system.

115. *At the local level.* UNITAR has developed, with the United Nations Office for Project Services Rehabilitation and Social Sustainability Division, in the framework of reconstruction programmes, an environmental information system for area base management in Northern Beeka, Lebanon, with the aim of helping local authorities to formulate, plan and monitor a reconstruction programme. Thanks to the positive results of this first joint activity, the United Nations Office for Project Services Rehabilitation and Social Sustainability Division and UNITAR will replicate this approach in other areas. UNITAR has also developed a pilot project with Popular Urban Information Systems in Dakar.

116. *At the national level.* In the context of the implementation of their individual national action programme, and under the auspices of the Observatory of the Sahara and Sahel, Mali, Morocco, Senegal and Tunisia have already created a first version of their Information System for Environmental Follow-up on the Internet (SISEI). In order to set up its environmental action programme, Benin is also developing an environmental information system on the Internet (EISI), while Burkina Faso, Guinea and Uganda are preparing theirs, thanks to the support of the Observatory of the Sahara and Sahel, UNDP and the International Development Association.

117. These countries now have a common information tool, useful in addressing cross-cutting communication issues for different conventions (desertification, climate change, biodiversity).

118. In the framework of its restructuring, the UNEP Infoterra Programme has requested UNITAR to develop national capacities in the field of environmental information systems. This cooperation will be managed within the EISI programme and will ensure the implementation of future actions at national level.

119. *At the subregional level.* The Solar Energy Research Centre and the Economic Community of West African States (in western Africa) and the Intergovernmental Authority on Development (in eastern Africa) are initiating the development of a regional environmental information system on the Internet to assist in the implementation of their Subregional Action Plan. Northern and southern Africa have expressed similar interest. The Observatory of the Sahara and Sahel and ITU subregional seminars are scheduled to be held in the near future. With regard to the Mediterranean basin, UNITAR has assisted the UNEP Blue Plan to develop training capacities for the reinforcement of national statistics offices for the establishment of an environmental information system.

120. *At the regional level.* With the Observatory of the Sahara and Sahel and UNEP GRID Geneva, the creation of an online global information system through the Web is being set up allowing easier access to UNEP GRID data for use by environmental professionals.

121. *At the global level,* with UNEP and the United Nations Fund for International Partnership funding, in the framework of the Global Environment Outlook 3, a communication training tool for the exchange and sharing of environmental data and information will progressively be set up in order to ensure a better synergy with different regional collaborative centres throughout the five continents to get a comprehensive synoptic vision of the state of the environment.

## F. Foreign economic relations

122. UNITAR Training Programmes on Foreign Economic Relations seek to strengthen human resources within public institutions in developing countries and countries with economies in transition in the fields of financial management, trade, and investment. Training workshops are targeted primarily to senior and middle-level public sector officials involved in managing external debt, negotiating loan and trade agreements, promoting foreign direct investment and facilitating the development of small and medium-sized enterprises. In recent years, the scope of the programme has been expanded to include private sector entrepreneurs in order to enhance a closer public-private cooperation. In the reporting period, a total of 855 participants attended UNITAR workshops on foreign economic relations.

### Training Programme in International Economic and Financial Relations for the Central Asian Republics and Azerbaijan

123. During the two years from July 1998 to June 2000, UNITAR conducted 12 training workshops in Central Asia and Azerbaijan. Workshops were both of a regional and national nature and focused on the three main subject areas of debt management; international trade and customs modernization; and investment promotion and small and medium-sized enterprises development. Regional workshops were conducted on issues considered relevant for the entire region where individual countries could benefit from discussion and exchange of experiences with neighbouring countries. National workshops seek to provide a more specific training approach geared to match the specific training needs of public officials within a given country. Recently, the programme has placed particular emphasis on training in international trade relations and the Multilateral Trading System, as some countries in the region are currently negotiating accession to the World Trade Organization.

### Training Programme in Effective Debt Management

124. Since June 1998, UNITAR, in partnership with UNCTAD and UNDP, organized a series of four training workshops on debt management for Eastern Europe and the Commonwealth of Independent States. Making the most of the complementary expertise of each organization, the workshops covered various dimensions of debt management, from the legal to the financial aspects, focusing on operational issues and the development of specific skills for effective debt management.

### Fellowship Programme on the Legal Aspects of Debt and Financial Management

125. The Fellowship Programme, organized jointly with the Irish Institute for Public Administration, was conceived as a regular forum for training debt managers from various sub-Saharan African countries on the legal aspects of debt management. The two-week programme was initiated in September 1999 and counted on the participation of 23 public officials from 11 African countries. The structure of the Programme includes three modules: the core programme, comprising lectures on specific technical issues of debt management; the action-oriented modules with practical exercises, case studies and simulation games; and study visits to relevant Irish public sector institutions dealing with debt management. In a follow-up assessment conducted six months after the Programme, participants unanimously agreed that the Programme had been very beneficial for their daily work showing a clear interest in further training.

### Training Programme on Public Administration and Financial Management for the Palestinian Authority

126. The training programme aims to assist public sector officials from the Palestinian Authority in the development of some of the technical skills required for an efficient public administration. During the period under consideration, 13 training workshops were conducted largely in cooperation with the Ministry of Planning and International Cooperation. The topics covered included commercial diplomacy (conducted together with UNCTAD), international accounting standards, auditing of public institutions and structure and management of public institutions.

127. All training programmes have developed a practical approach to training with experienced practitioners as resource persons and the use of case studies and simulation games to provide participants with the opportunity to practice the skills developed. An external review of Irish Aid involvement with UNITAR concluded that the content of the Fellowship Programme was both "relevant and of high quality". In March 2000, an external evaluation commissioned by the donor, the Swiss State Secretariat for Economic Affairs, stated that the programme in Central Asia was "of high quality and has yielded a good to very good response" highlighting the practical nature of the workshops.

## G. Training Programme in the Legal Aspects of Debt and Financial Management for Sub-Saharan Africa and Viet Nam

128. *Overview and Background.* The UNITAR Training Programme in the Legal Aspects of Debt and Financial Management has its genesis in a high-level expert meeting held in Geneva in April 1987. Since then, training and capacity-building initiatives have been undertaken to develop and enhance the skills of

government officials (particularly from the Ministries of Finance, Justice, Attorney-General's Chambers, Foreign Affairs, Central Banks and universities) in the legal aspects of debt and financial management. In this respect, UNITAR has exercised its acknowledged comparative advantage in the design and implementation of regional training programmes (seminars and workshops of short duration) addressed at sensitizing senior government officials and training middle-level officials to various aspects of debt and financial management. UNITAR conducted six regional workshops for Africa and one national workshop for Viet Nam in the period from 1 January to 30 June 2000. In addition, relevant training and pedagogical materials will be developed and disseminated widely both in Africa and in Viet Nam.

129. *Sub-Saharan Africa.* In the reporting period, UNITAR conducted 13 regional workshops benefiting 326 government officials from eastern, western and southern African countries. Training materials were also compiled and distributed as part of each workshop and three documents were published and distributed (an additional three are in print). The workshop topics included: legal aspects of debt negotiations; legal issues in relation to privatization; legal issues in securities and capital markets; mechanics of loan agreements; debt negotiation workshop: enhancing negotiating capacity of African debt managers; effective national debt management; arbitration and dispute resolution in relation to financial management; workshop for African diplomats on the legal aspects of external debt management and negotiation; legislative drafting (basic and advanced); capital market development and regulation; and negotiation issues in relation to international borrowing.

130. The hallmark of this period has been the Institution's close collaboration with African regional training institutes. All workshops conducted by UNITAR have been conducted in conjunction with its partners on a strictly cost-sharing basis and keeping in view the comparative advantage in training of the partners concerned. The African regional partner training institutes include: the Eastern and Southern African Management Institute (ESAMI, Arusha); the International Law Institute Uganda Legal Centre of Excellence (ILI-Uganda, Kampala); the Macroeconomic and Financial Management Institute (MEFMI, Harare); and the West African Institute for Financial and Economic Management (WAIFEM, Lagos).

131. *Viet Nam.* Following a needs assessment conducted by UNITAR, during the reporting period, the Institute conducted two national workshops in Hanoi for the Government of Viet Nam. The results, as reflected in the participant questionnaires, have been extremely positive. Future national training workshops and dissemination of training materials are planned in the coming months and years.

**Main achievements**

132. The main achievements of the programme in the last three years are set out below.

133. *Cooperation, on a cost-sharing basis, with African regional partner institutes.* The programme has developed formal links with four African regional partner institutes (as mentioned above), with a view to greater cost-sharing, complementarity, sharing of expertise and outreach. UNITAR now acts as a technical partner to those institutes and contributes in joint training activities, as well as in the formulation of annual work programmes of those institutes. UNITAR also plans on developing ties with other institutes and organizations involved in training and capacity-building for the African subregion.

134. *Completion of a record number of training activities.* For the period from January 1998 to December 2000, the programme will have completed 20 workshops in both sub-Saharan Africa (17) and Viet Nam (3). To a large extent, this success is owing to the Institute's excellent relations with its African regional partner institutes. Of the total of 20 workshops, 17 were regional workshops to which government officials from several countries were invited, and 16 were jointly organized (on a cost-sharing basis) with a partner.

135. *Increased involvement of African experts.* UNITAR has systematically identified and involved, as consultants, African experts in various areas of debt and financial management in its training activities. By way of example, of the 50 resource persons who conducted workshops, 35 were African nationals. African experts have also increasingly contributed to the publications of the programme.

136. *South-South cooperation.* UNITAR experience and work in different regions has also led to a certain South-South collaboration. For example, UNITAR has brought experts from central and eastern Europe to speak in Africa, and from Africa to speak in Viet Nam.

This has been assessed by the stakeholders as a very positive way of sharing experiences and best practices.

137. *Cost savings in programme management.* The programme has managed to fulfil its mandate over the last three years with only one full-time regular staff member and a part-time secretary. Considerable cost savings have been achieved in this regard.

138. *Development of a capacity-building concept.* In parallel to its regular training activities, the programme has developed and implemented a capacity-building concept in the form of developing a guidance document for partner countries, with a view to compiling national profiles in assessing the national legal infrastructure in relation to financial management. The next programme phase will see the development of these profiles in east, west and southern Africa.

139. *Development and dissemination of training materials and documents.* UNITAR has considerably expanded the development and dissemination of documentation to relevant government offices (in sub-Saharan Africa and Viet Nam) in areas relating to the legal aspects of debt and financial management. In this regard, libraries and documentation centres in Africa have been supplied with all documentation developed at UNITAR.

## Annexes

The core text of the report has been drafted in as succinct a manner as possible. The following annexes aim to illustrate the main achievements.

Annex I
Members of the Board of Trustees

Annex II
General reflection on training, capacity-building and the state of the United Nations Institute for Training and Research

Annex III
Chronological list of training activities, 1 July 1998 to 30 June 2000. This indicates the title of the training event (in original language only, namely English or French), with dates and venues

Annex IV
Statistics on participation by country, showing that UNITAR offerings are of interest to all Member States of the United Nations, both developing and industrializing countries

Annex V
Statistics on participation by regional grouping, following the traditional United Nations geographical distribution

Annex VI
Publications and training material, which is not a list of available publications, but rather a list of materials published during the period under review and of pedagogical materials distributed as supports to training activities

Annex VII
Selected financial aspects, which is obviously not a report or financial statement prepared by the United Nations Board of Auditors, but rather the presentation of three selected aspects, namely: list of contributors to the General Fund and the Special Purpose Grants Fund and statement of income and expenditure for the biennium 1998-1999

# Annex I

## Members of the Board of Trustees

"The Board shall:

(a) Formulate principles and policies to govern the activities and operations of the Institute;

(b) Establish conditions and procedures for:

(i) The utilization of funds from the General Fund and ...

(ii) The receipt and disbursement of special purpose grants ...

(c) Make whatever recommendations it may deem necessary or desirable for the effective functioning of the Institute ..." (article III, 2 of the UNITAR statute);

(d) Moreover, "not less than eleven (and not more than thirty) members, shall be appointed by the Secretary-General ..." "The term of Office shall be three years ..." "No appointed member shall serve continuously for more than two terms ..." (article III, 1, a, b, c).

**January 1998 to December 2000**

**Professor Nico Schrijver** (Netherlands)
Professor of International Law
Free University of Amsterdam
Amsterdam

**Ambassador Jacob S. Selebi**
(South Africa)
Director General for Foreign Affairs
Ministry of Foreign Affairs
Pretoria

**Ambassador Vasily Sidorov**
(Russian Federation)
Permanent Representative of
the Russian Federation
Geneva

**January 1996 to December 1998 and January 1999 to December 2001**

**Ambassador Anne Anderson** (Ireland)
Permanent Representative of Ireland
Geneva

**Ambassador Mounir Zahran** (Egypt)
Cabinet of the Ministry of Foreign
Affairs
Egypt

**Dr. Philippe Roch** (Switzerland)
Director
Federal Office of Environment, Forests
and Landscape
Berne

**January 1999 to December 2001**

**Ambassador Philippe Petit**
Permanent Mission of France
Geneva

**January 2000 to December 2002**

**Ambassador Agnes Y. Aggrey-Orleans** (Ghana)

**Ambassador Antonio de Icaza** (Mexico)
Permanent Representative of Mexico
Geneva

**Ambassador Rasha Hamood Al-Jabir Al-Mubarak Al-Sabah** (Kuwait)
Under Secretary
Ministry of Higher Education
Kuwait

**Ambassador Yuji Ikeda** (Japan)
Advisor to the Minister of Foreign Affairs
Tokyo

**Ambassador Adhemar G. Bahadian** (Brazil)
Deputy Permanent Representative
Permanent Mission of Brazil
Geneva

**Dr. Maximo Kalaw** (Philippines)
Executive Director
Earth Council
Costa Rica

**Ambassador Anders Bjurner** (Sweden)
Deputy State Secretary for Foreign Affairs
Ministry of Foreign Affairs
Stockholm

**Ambassador Chief Arthur C. I. Mbanefo** (Nigeria)
Permanent Representative of Nigeria
New York

**Professor Edwin Dorn** (United States of America)
Dean, Lyndon B. Johnson School of Public Affairs
University of Texas at Austin
Texas, United States

**Ambassador Qiao Zonghuai** (China)
Permanent Representative of the People's Republic of China
Geneva

**Dr. James Holger** (Chile)
Deputy Director
Diplomatic Academy
Chile

**Dr. Ernst Sucharipa** (Austria)
Director
Diplomatische Akademie
Favoritenstrasse 15a
Vienna

**Ex officio members**

The Secretary-General

The President of the General Assembly

The President of the Economic and Social Council

The Executive Director of UNITAR

# Annex II

## General reflections on training, capacity-building and the state of the United Nations Institute of Training and Research

1. In submitting their reflections on development and reformatting of UNITAR (A/54/390), the members of the Board of Trustees decided that their considerations deserved to be a matter of ongoing debate and deliberation. In this context, the Executive Director and the programme coordinators of UNITAR have put the present reflections on paper. These lines are intended to reveal the UNITAR "philosophy of action" and do not at all aim to give examples or teach lessons. It should be generic enough to retain the attention of non-specialists and substantial enough to be of interest to training specialists. In its capacity as training institute of the Organization and considering the growing importance of capacity-building in the new development cooperation approach, UNITAR believes that its contribution, albeit modest, can be of some value.

### A non-bureaucratic approach to management

2. The UNITAR restructuring process is considered to have had positive results, achieved in a relatively short period of time. UNITAR has the advantage of working towards specific and quantifiable objectives. Its management is based on the "three Ps" model: purpose, process and people. This means that staff share common objectives but bear individual responsibility for the continuation of their projects; they have scope for creativity but no guarantee of job security. On the other hand, the design of programmes directed towards concrete objectives means that the special purpose grant accounts are strong and prosperous, while the General Fund, fed by non-earmarked voluntary contributions, remains fragile.

3. The Institute's successful restructuring is very specific to it and cannot necessarily be replicated in other contexts. The relatively small size of UNITAR has facilitated the design and conduct of numerous activities with the programme coordinators being given broad scope for initiative. The decentralization of responsibilities led to decentralized management. The role and task of the leadership is more of guidance than of daily management. Each programme coordinator and their colleagues face opportunities and challenges. They must, however, set realistic goals in order to maintain motivation and team spirit. Participation, consultation and open communication allow broad and effective decentralization. This implies that confidence and informality supersede close or permanent supervision. A hierarchy certainly remains and is sometimes asserted, but in a new and totally different perspective. It ceases to be an end in itself, as is often the case in public bureaucracy, and becomes a tool of management, where those responsible, at every level of the programmes, are answerable for their decisions and deeds.

4. Management practice at UNITAR has evolved during the restructuring phase, moving from "management by crisis" (i.e. management and strategy formulation as events occur without any long-sighted policy) to a management methodology that combines three key elements: policy (in the sense of priority-setting), administration (structure and content of the programmes) and personnel. Obviously, the administrative and financial restructuring of UNITAR had to be achieved in conjunction with an in-depth reflection on the best possible ways to implement the Institute's mandate. An excellent rapport between the Board of Trustees and the staff of UNITAR has facilitated the emergence of a vision and a direction for the Institute, while keeping in view the priority needs of Member States. The staff, at varying levels and using their specific talents and specialities, were constantly called upon for their input. This has fostered a continuous reflection on the very concepts of training and capacity-building. A common approach of sorts to training has been identified.

5. The whole development of training and capacity-building activities has been based on projects. If the Institute's recent past can be considered a success, the main reason is undoubtedly that it has delivered the goods. The projects have been implemented punctually and following their terms of reference. All stakeholders and partners have been kept informed in a direct and transparent manner. Evaluations have been conducted

and results disseminated. Precise, timely and professional delivery can thus be considered as one of the major characteristics of UNITAR programmes.

## A specific approach to training

6. Training is not synonymous with education. Indeed, the two concepts are quite different. It would be interesting to go back to the roots of the terms and analyse them individually. Etymology can be useful in obtaining the sense of a term even if it has evolved from its original meaning. Education (in Latin, educare, from ex-ducere) means to bring up or, more precisely, to lead out. Knowledge has become an individualistic and almost mystical concept of the improvement of the self. Training (from the Latin trahere or tragere) means to pull or to draw in a collective sense, with the implication of discipline, to draw in order to be in a line (as in a train of wagons). Interestingly enough, *formation* (in French, from *morphe* in Greek and *forma* in Latin) has an identical sense of collective discipline, meaning to shape or to bring into proper form in order to fit into a larger unit.

7. Education ensures continuity of values and transmission of knowledge, while training lays the groundwork for innovation and the improvement of institutions through enhanced individual skills. The rapid evolution of techniques and social transformations are leaving certain areas of competence obsolete at a rate unknown in the past. The interrelationship between education, training and capacity-building is close-knit and complex. A sound basic education lays a good foundation for the assimilation of new skills following a training policy which encourages flexibility and imagination. In the modern climate of change, a new mentality is imperative and institutional rigidity must be confronted. The practical solutions which had been successful in a less complex and more stable world must be revisited.

8. The Institute's initiatives are based on the conviction that training must be designed in the light of clearly identified needs and be implemented creatively and imaginatively to counteract the grind of routine, inherent to any pedagogical undertaking. A good strategy takes into account two requirements at different levels, namely, to acquaint the trainees with their own needs and the needs of the institution in which they serve and to define a credible project for their own professional careers and the ultimate strengthening of their national institution. This should lead to greater individual motivation and increased support from decision makers. The main difficulty and, often, source of discouragement arises from the polarization between institutional inertia and the requests of an ever-accelerating society adapting itself to the globalization of issues. Good training can progressively counter the reluctance to change which precedes rapid evolution of society and technology. Training is a precondition for professional integration which is, for its part, a prerequisite to sustainable development.

9. At a time when many are rethinking the modalities of development cooperation and considering that the post-industrial socio-economic system demands new specializations and qualifications, the question arises as to whether the system of learning can be a factor to facilitate change rather than remaining an end in itself. Basic learning certainly continues to represent the essential and indispensable foundations for professional knowledge. At the same time, however, training and specific models of apprenticeship in specialized fields are becoming increasingly important. Indeed, competencies are often more sought after than qualifications, at least in highly industrialized countries. In many developing countries, however, academic diplomas, particularly from foreign universities, continue to facilitate access to higher professional posts and ensure greater mobility. In the post-industrial society, concrete professional experience and track records tend to be given as much emphasis as academic certificates. The number of students at universities has ceased to be an indicator of the quality of any society.

## The pitfalls of "on-line training"

10. Every training endeavour must face an imbalance between the transmission of theoretical thought and the awareness of the concrete practicalities of societies in rapid economic and social change. To keep pace with these transformations, new pedagogical methodologies must be introduced, including distance learning and computer-assisted teaching. As such, these new technologies are not a cure-all and would never fully replace the individual exchange between the trainees and the trainers. However, they pose real questions as to training techniques and, thus, impose a renewed

obligation to be ever more imaginative and to expand knowledge.

11. Further to the recommendations of the General Assembly and following the guidance of the Board of Trustees, UNITAR has ceased to conduct any research per se. The research activities which exist are geared to improve training, in both its substance and methodology. A considerable amount of research was carried out during the period under review, resulting in the publication of books and occasional papers, guidance documents and training kits. UNITAR has, of course, also started the preparation and diffusion of electronic training material. Three CD-ROMs have been produced and are available on the UNITAR web site: "Internet au Sud" — a type of reference library, SISEI — the French acronym for Information System for Environmental Follow-up on the Internet, and "Training and Workshop Resources" — dealing with the implementation of the United Nations Framework Convention on Climate Change and contain two series of training materials, Policy Development and Technical Studies.

12. These electronic materials are mainly training supports. UNITAR is considering the gradual introduction of "on-line training", parallel to its ongoing correspondence instruction courses. However, thought must be given to both the content and the methodology. It should first be ascertained that the cadre of developing countries will have access to the material and if they will have the necessary time to follow the training programmes. Official validation, by means of tests or exams, must be put in place. The Institution's hesitation does not reflect doubt on the long-term usefulness of on-line training as part of a training programme, but rather a concern for diffusing professional, accessible, useful and credible materials. At present, there are very few convincing examples on the market.

## Capacity-building: a concept to be handled with care

13. The ultimate goal of staff training is institution-building. The generic expression of "capacity-building" has become a catchword in recent years. As with many terms born of the politics of development assistance, it coins a rather vague concept which could have many potential meanings. The term is sometimes used to denote an activity and is often found listed together with other actions, such as training and education. More recently, it has come to denote the need for a new approach to development cooperation. This new approach would be centred on the concept of strengthening national human and institutional capacity, rather than direct technical assistance or traditional development cooperation methods. Viewed in this manner, capacity-building is no more or less than the development of the ability to decide and to implement — in a word, to govern, or to use more modern terminology, to manage.

14. A much deeper reflection is needed. It is not an iconoclasm to say that a new elite of international experts on "capacity-building" is emerging and leaving its mark on a range of activities from workshops to colloquia, from consultancies to field operations. There is a real danger of losing sight of the existing capacities in developing countries, countries in transition and even countries in post-conflict rehabilitation. Do foreign-driven capacity operations, implemented by numerous expatriates, strengthen or undermine the civil society which otherwise could have developed as a "parallel society" or even a "counter-society"? The imperative need for capacity-building is sometimes more obvious to donors than to recipients. The relevance and vigour of existing institutions must be evaluated and recognized case by case. In the absence of such an assessment, limited new capacities may be built while many valuable existing capacities could well be destroyed. Of course, UNITAR has no way of imposing any sort of agenda, owing to its small size, but remains keen to encourage local initiatives and has developed new methodologies to meet those needs.

15. Institution-building must thus acknowledge the existing capacities and look for the largest possible involvement of stakeholders, firstly in the countries and secondly within the communities of development agencies. In this respect, a few years ago UNITAR developed the concept of "National Profile" which has since been introduced in various training and capacity-building programmes and improved in the light of experience. This concept is articulated around three main axes, as follows:

(a) Strategic planning for assessing priorities and capacity-building lies with the national authorities which are best placed to evaluate their needs and identify the relevant plans of action;

(b) A "country team" is established, gathering all stakeholders directly concerned, in order to prepare a "National Profile" assessing the infrastructure necessary for a good management of the issue at stake;

(c) UNITAR provides practical guidelines and expert support to the team, which facilitates integrated approaches at both the national and regional levels.

16. Contracts are established and cooperation sought with international and intergovernmental institutions within and outside the United Nations system, as well as with non-governmental organizations, in order to mobilize a maximum of expertise.

17. From the National Profile assessment of the infrastructure, some salient features appear. UNITAR helps in organizing workshops for the setting of national priorities. Since these priorities are often common, mutatis mutandis, to several countries, "thematic seminars" can be held at the regional level. Once the priorities have been set and the necessary human and material resources gathered, UNITAR assists the country teams to design and implement a National Action Plan, which is comprehensive and integrated.

18. The concept of "National Profile" is relevant for capacity-building and institution-building when several different governmental and non-governmental parties are concerned. It has been introduced by UNITAR in its programmes on the management of chemicals and waste, financial management, various aspects of environmental management training and, recently, in disaster prevention, mitigation and management training.

## Modest costs but insufficient means

19. The market of skills strengthening, transfer of techniques and management improvement is highly competitive and often costly. Funding is difficult to secure, since the concrete results of training civil servants are not easily measured and do not lead to the production of tradable wealth. This partly explains why reserves for training in public development assistance remain minuscule. Private investors seem more inclined to finance training activities, aware of the fact that the better their local staff in developing countries are trained, the better they will meet the new challenges and constraints that arise.

20. The cost of training also derives from the complexity of contemporary issues. The development of any project implies the involvement of several professional trainers, with different skills and know-how. This means an active pedagogy which requires greater motivation and responsibility on the part of both instructors and trainees. Although there are no existing fail-safe methods, it may be said that the United Nations enjoys an important comparative advantage, considering the diversity of competencies available within a multicultural context. Through exchange and partnership, countries can identify their own methods, taking inspiration from the better practices of others. Moreover, imagination and flexibility are much enhanced when a strict intellectual framework is adopted, including development of the training curriculum, renewal of methodologies, updating of pedagogical materials, setting research priorities, choosing validation criteria and regular evaluation of the programmes. Well-placed investment in training activities is crucial to any strategy for sustainable development.

## Looking ahead

21. In conclusion, it may be useful to recall that, within the new framework of international cooperation, the importance of the training component in the development process has increased. Requests from developing countries and countries with economies in transition are increasing. Simultaneously, the diminishing official development assistance pushes some agencies, both within and outside the United Nations system, to turn from major development programmes to training and capacity-building exercises. This trend can certainly be positive if it involves national partners in the long term and within a well-designed project. It also carries some real dangers, however. The survey conducted by UNITAR on training institutions and programmes in the Organization and the comments made thereon by the Secretary-General (A/54/480) have illustrated the multiplication of initiatives. In its report on UNITAR, the Advisory Committee on Administrative and Budgetary Questions alluded to the proliferation of training programmes within the Organization. Without making any judgement on the quality of ongoing initiatives, there is a danger that one of the increasingly important tasks of the United Nations, namely, training, will once again become an operation of mere

brokerage, designed by departments or units having little pedagogical experience, lacking substantial knowledge and having limited funding. This, in turn, could lead to superficial undertakings, conducted through outside experts recruited from academia in industrialized countries for one-off workshops or seminars. UNITAR does not enjoy any sort of exclusivity status. However, the conceptual framework which it has designed and the recent positive results it has obtained can be of use to the United Nations as a whole and its Member States, whether they are recipients or donors.

22. UNITAR avoids, as far as possible, the known weaknesses of capacity-building operations, leaving the choice of priorities to the authorities concerned in each country. In being directly involved in the conceptualization and conduct of the programme, the various stakeholders have some sense of ownership. Generally, the donors do not place any specific conditions on the conduct of the programmes. They usually request regular reports and occasionally carry out their own evaluation of the concrete impact of the operations and do not exert any direct control over the programme management. This is possible for two main reasons. Firstly, the amounts involved remain relatively modest and, secondly, UNITAR makes prior identification of certain "niches" and concentrates its efforts on those key sectors.

23. In recent years, the Institute's training and capacity-building programmes have been designed following a new perspective based upon and coupled with some simple principles of new public management theories. The programmes have been adapted to better answer the needs of the beneficiaries. The diplomacy training programmes, as old as UNITAR itself, have evolved and expanded to International Affairs Management training, including new issues such as preventive diplomacy and peacemaking, as well as international migration. As a follow-up to the Earth Summit, UNITAR has designed and conducted programmes to ease the implementation of the new international legal instruments dealing with the environment, in particular in the area of climate change. Programmes are developing in parallel to ongoing negotiations, such as on chemicals, waste and pollutants. New trends in debt and financial management, including the Heavily Indebted Poor Countries Debt Initiative, have been integrated into the curricula. Recent international issues, such as the information society or decentralized cooperation are being progressively introduced in the global programme of UNITAR. These different undertakings have been briefly reported in the preceding pages.

# Annex III

## Chronological list of training activities

**1 July 1998 to 30 June 2000**

For the sake of brevity, every programme event is not mentioned or described in the core text of the report of activities. This chronological table aims at showing, in a rather comprehensive way, the scope of UNITAR training and capacity-building activities and its geographical extent. The two official working languages of UNITAR are English and French. The events are listed in the language used for that activity. Some programmes have been recently developed in other languages, usually by means of simultaneous interpretation. To be consistent and coherent, the programmes are listed in English and French only. Mention is made if a translation was made, partial or complete, into Arabic, Russian and Spanish.

## Chronological list of UNITAR training activities

**1 July 1998 to 30 June 2000**

| NO. | PROGRAMME | DATE | VENUE |
|---|---|---|---|
| 1. | UNITAR-IPA Fellowship Programme in Peacemaking and Preventive Diplomacy | 23 June-July 1998 | Burg Schlaining, Austria |
| 2. | UNITAR/UNCTAD/UNDP Workshop on Strategy Formulation: Planning and Policy | 29 June-4 July 1998 | Geneva, Switzerland |
| 3. | Cook Islands National Workshop on Climate Change and the UNFCCC | July 1998 | Cook Islands |
| 4. | Local Workshop on Climate Change and the UNFCCC | July 1998 | Ecuador |
| 5. | EISI Workshop in Uganda | July 98 | Kampala, Uganda |
| 6. | UN/UNITAR Fellowship Programme in International Law | 6 July-14 August 1998 | The Hague, Netherlands |
| 7. | The Art of Public Speaking and Managing Meetings | 8-9 July 1998 | New York, USA |
| 8. | UNITAR Workshop on Implementation of Agreements Related to Biodiversity and Climate Change | 27-31 July 1998 | Kariba, Zimbabwe |
| 9. | UNITAR Subregional Workshop on International Trade Relations | 27-31 July 1998 | Tashkent, Uzbekistan |
| 10. | Ateliers nationaux de préparation du Profil Institutionnel de l'Environnement | July-August 98 | Rabat, Morocco |

| NO. | PROGRAMME | DATE | VENUE |
|---|---|---|---|
| 11. | Paraguay Country Team Meeting | August 1998 | Asuncion, Paraguay |
| 12. | National Workshop on Climate Change and the UNFCCC | August 1998 | Asuncion, Paraguay |
| 13. | Training Workshop on GHG Inventory | 10-12 August 1998 | Funafuti, Tuvalu |
| 14. | UNITAR Workshop on Trade and Investment | 10-14 August 1998 | Baku, Azerbaijan |
| 15. | UNITAR Workshop on Trade and Investment | 17-21 August 1998 | Ashgabad, Turkmenistan |
| 16. | Tuvalu Country Team Meetings | 24 August 1998 | Funafuti, Tuvalu |
| 17. | Workshop on Conference Rules and Procedures | 31 August-1 September 1998 | Vienna |
| 18. | UNITAR Sub-regional Workshop on Arbitration in Relation to Debt and Financial Management | 31 August-4 September 1998 | Almaty, Kazakhstan |
| 19. | Formation technique pour la mise en réseau des institutions partenaires du SCID | September 1998 | Rabat, Morocco |
| 20. | Workshop on Climate Change and the UNFCCC | September 1998 | Bolivia |
| 21. | Tuvalu Country Team Meetings | 3 September 1998 | Funafuti, Tuvalu |
| 22. | Thematic Session on Strengthening National Information Systems for Chemicals Management | 2-4 September 1998 | Geneva, Switzerland |
| 23. | Regional Workshop on Preparing a Vulnerability and Adaptation Assessment (French) | 7-16 September 1998 | Cotonou, Benin |
| 24. | General Briefing on the work of the General Assembly for the Danish Delegation in New York | 9 September 1998 | New York, USA |
| 25. | OECD International Conference on Pollutant Release and Transfer Registers (PRTR) : National and Global Responsibility | 9-11 September 1998 | Tokyo |
| 26. | UNITAR/KIWC Training Workshop for the Asia-Pacific Region on Multilateral Agreements Related to Biological Diversity | 13-19 September 1998 | Kushiro, Japan |
| 27. | General Briefing for New Delegates on the Work of the Fifty-Third Session of the General Assembly | 14-15 September 1998 | New York, USA |

| NO. | PROGRAMME | DATE | VENUE |
|---|---|---|---|
| 28. | Special Briefing on the Work of the Second Committee of the General Assembly | 16 September 1998 | New York, USA |
| 29. | Special Briefing on the Work of the Fifth Committee of the General Assembly | 16 September 1998 | New York, USA |
| 30. | UNITAR Workshop on International Accounting Standards for GCI | 19 September-8 October 1998 | Gaza, Ramallah and Nablus, The Palestine Authority |
| 31. | Workshop on Mediation Techniques | 21-22 September 1998 | Vienna |
| 32. | UNITAR Fellowship Programme in International Affairs Management | 21 September-9 October 1998 | Geneva, Switzerland |
| 33. | UNITAR/UNDP Training Workshop for the Palestinian National Authority : General Control Institute | 26 September to 24 December 1998 | Nablus, West Bank |
| 34. | Rencontre des maires et autorités locales du Sénégal sur le concept du SIUP, UNITAR conseil Régional de Dakar | October 1998 | Dakar |
| 35. | Paraguay Country Team Meeting (CC:TRAIN) | October 1998 | Asuncion |
| 36. | Paraguay Policy Dialogues (CC:TRAIN) | October 1998 | Asuncion |
| 37. | Bolivia Policy Dialogues (CC:TRAIN) | October 1998 | Bolivia |
| 38. | National Priority Setting Workshops for Chemicals Management and Safety | 1-2 October 1998 | La Paz, Bolivia |
| 39. | Workshop on the Structure, Retrieval and Use of UN Documentation | 6, 13 & 20 October 1998 | Geneva, Switzerland |
| 40. | First Meeting of the National Coordinating Team for the Slovak PRTR Design Project | 8 October 1998 | Bratislava |
| 41. | UNITAR MPPIC-DGPD Workshop on Structure and Management of Public Institutions | 10-12 October 1998 | West Bank |
| 42. | UNITAR Workshop on Governmental Standards for Financial Auditing for GCI | 10-29 October 1998 | Gaza, Ramallah and Nablus, Palestine Authority |

| NO. | PROGRAMME | DATE | VENUE |
|---|---|---|---|
| 43. | UNITAR/WAIFEM Sub-regional Workshop on the Legal Aspects of Debt Negotiations | 12-16 October 1998 | Lagos |
| 44. | UNITAR MPPIC-DGPD Workshop on Structure and Management of Public Institutions | 13-15 October 1998 | Gaza |
| 45. | UNU/UNITAR Series on Sustainable Development in Practice Session III - Climate Change Convention | 14 October 1998 | New York, USA |
| 46. | General Briefing on the Work of the General Assembly for the Danish Mission in New York | 15 October 1998 | New York, USA |
| 47. | Thematic Session on Capacity Building for National Awareness Raising and Education for Chemicals Management and Safety | 19-21 October 1998 | Geneva, Switzerland |
| 48. | Workshop on Conference Diplomacy | 22-23 October 1998 | Geneva, Switzerland |
| 49. | UNITAR Workshop on Financial Supporting System for GCI | 31 October-19 November 1998 | Gaza, Ramallah, Nablus |
| 50. | UNITAR/UNEP Environmental Law Training Programme for Nairobi-based Diplomats | 2-6 November 1998 | Nairobi |
| 51. | Joint UNITAR/UNCTAD Training Programme on Commercial Diplomacy (High-level Seminar and Session I) | 3-5 November 1998 | Ramallah |
| 52. | Atelier sur la structure, la rédaction et l'adoption des résolutions de l'Organisation des Nations Unies | 4-6 November 1998 | New York, USA |
| 53. | Orientation Course on the Security Council for members of the Council in 1999 | 7-16 November 1998 | New York, USA |
| 54. | International Migration Policy and Law Courses for Central and Eastern Europe, the CIS and the Baltic States | 9-19 November 1998 | Budapest |
| 55. | Atelier de lancement SISEI - Benin - Table ronde des institutions | 10-12 November 1998 | Cotonou |
| 56. | UNITAR/ILI-Uganda Sub-regional Workshop on Legal Issues in Relation to Privatization | 15-27 November 1998 | Kampala |
| 57. | Développement des capacités d'utilisation des NTIC pour la gestion du SISEI | 16-20 November 1998 | Cotonou |
| 58. | UNITAR Workshop on Auditing Standards for GCI | 21 November-10 December 1998 | Palestinian Authority |

| NO. | PROGRAMME | DATE | VENUE |
|---|---|---|---|
| 59. | ILI/UNITAR Seminar on Legal Issues in Privatization | 16-27 November 1998 | Kampala |
| 60. | UNITAR/UNCTAD/UNDP-ERM, Workshop on the Legal Aspects of Debt and Financial Management Programme | 23-27 November 1999 | Geneva, Switzerland |
| 61. | Orientation Seminar for Newly Accredited members of Permanent Missions to the United Nations at Vienna | 7-9 December 1998 | Vienna |
| 62. | Orientation Course on the Security Council for Members of the Council | 7-16 December 1998 | New York, USA |
| 63. | UNITAR Workshop on Capacity Building on GIS for MOPIC and Local Government | 28 November-9 December 1998 | Gaza, West Bank, Palestine Authority |
| 64. | National Planning meeting for the Preparation of a national Profile (Chemicals and Waste Management) | 12-13 January 1999 | Amman |
| 65. | Training and Capacity Building Programme on Risk Assessment and Risk Management Decision Making: Second Meeting of the Steering Group | 22 January 1999 | Geneva, Switzerland |
| 66. | Workshop on the Structure, Drafting and Adoption of United Nations Resolutions | 27-29 January 1999 | New York, USA |
| 67. | Fifth Meeting of the Project Task Force (Chemicals and Waste Management) | 5 February 1999 | Geneva, Switzerland |
| 68. | WIPO/UNITAR Academy on Intellectual Property: Challenges and Opportunities in the 21st Century | 8-9 February 1999 | New York, USA |
| 69. | PICCAP Tripartite Review | 8-11 February 1999 | Apia |
| 70. | Atelier de définition des activités du SISEI , Mali | 9-12 February 1999 | Bamako |
| 71. | Séminaire sur les techniques de négociation et de médiation en contextes de crise | 11-12 February 1999 | Geneva, Switzerland |
| 72. | Atelier d'évaluation du SISEI, Senegal | 13-17 February 1999 | Dakar |
| 73. | Atelier d'évaluation et d'élargissement du SIUP | 18-19 February | Dakar-Yoff, Sénégal |
| 74. | SHU/UNITAR Series on International Economics and Finance: Global Economic Crisis from Thailand to Brazil: lessons yet to be learned | 18-19 February 1999 | New York, USA |

| NO. | PROGRAMME | DATE | VENUE |
|---|---|---|---|
| 75. | Workshop on Conference Diplomacy and Multilateral Negotiation | 22-24 February 1999 | Geneva, Switzerland |
| 76. | Seminar on Selected Current Issues and Trends in the United Nations System | 22-25 February 1999 | Geneva, Switzerland |
| 77. | Réunion d'experts pour la validation du GisWeb Afrique, OSS/UNITAR, UNEP/GRID | March 1999 | Geneva, Switzerland |
| 78. | Orientation course for New Members of Permanent Missions | 1-10 March 1999 | New York, USA |
| 79. | Seminar on "Negotiation and Diplomacy in a Complex World" | 4-5 March 1999 | Vienna |
| 80. | UNITAR/ILI-Uganda Sub-regional Workshop on Legal Issues in Securities and Capital Markets | 8-26 March 1999 | Kampala |
| 81. | UNITAR/GGEMP Training Workshop on Environmental Legislation | 9-10 March 1999 | Banjul |
| 82. | National Workshop on material Safety Data Sheets | 15-16 March 1999 | Jakarta |
| 83. | Programme de Formation - ACCT/IIAP/IRIC/UNITAR à la Fonction Publique International | 15 March-9 April 1999 | Geneva, Switzerland |
| 84. | UNU/UNITAR Seminar on Sustainable Development in Practice - Trade and Environment - The Millennium Round of Trade Negotiations | 22-23 March 1999 | Geneva, Switzerland |
| 85. | National Workshop on Integrated Chemicals Management | 23-25 March 1999 | Jakarta |
| 86. | Senior Seminar in Peacemaking and Preventive Diplomacy - The Challenge of Democratic Transition: Lessons learned from Past Experience for Future UN Peacemaking and Peacebuilding | 26-29 March 1999 | |
| 87. | National Workshop on Integrated Chemicals Management | 29-31 March 1999 | Accra |
| 88. | Training Workshop on GHG Inventory | April 1999 | N'Djaména |
| 89. | Seminar on the United Nations System and its Reform | April 1999 | Gambia |
| 90. | Pilot Case Study on Risk Assessment Task Force Meeting, Training Session | 8-16 April 1999 | Dar-Es-Salaam |
| 91. | SHU/UNITAR Series on the Art of Public Speaking and Managing Meetings | 12 and 13 April 1999 | New York, USA |

| NO. | PROGRAMME | DATE | VENUE |
|---|---|---|---|
| 92. | National Workshop on Vulnerability and Adaptation Assessment | 13-14 April 1999 | Dakar |
| 93. | Debt Management Seminar: External Resources Management - UNITAR/UNCTAD/UNDP Workshop on Effective Debt Management | 19-23 April 1999 | Tbilisi |
| 94. | Réunion de sensibilisation au NTIC pour le démarrage du SISEI, Guinée | 19-26 April 1999 | Conakry |
| 95. | International Migration Policy and Law Courses for Southern Africa | 20-30 April 1999 | Pretoria |
| 96. | On-the-Case Risk Assessment Workshop | 20-22 April 1999 | Banjul |
| 97. | On-the-Case Risk Assessment Workshop | 27-29 April 1999 | Yaoundé |
| 98. | Atelier UIT/OSS/UNITAR/CILSS de lancement du SISEI - Afrique de l'Ouest | 28-30 April 1999 | Ouagadougou |
| 99. | Training Workshop on Preparing Mitigation Analysis | April-May 1999 | N'Djaména |
| 100. | UNITAR/WAIFEM Sub-regional Workshop on the Mechanics of Loan Agreements | 3-7 May 1999 | Banjul |
| 101. | Seminar on "Increasing your Professional Effectiveness" | 3, 5 and 6 May 1999 | Geneva, Switzerland |
| 102. | UNITAR/IPCM Sub-regional Workshop on Pollutant Release and Transfer Registers (PRTRs) | 4-5 May 1999 | Bratislava |
| 103. | Briefing on the Advisory Committee on Administrative and Budgetary Questions (ACABQ) and the Budgetary Process of the United Nations | 5 May 1999 | New York, USA |
| 104. | Seminar: "Increasing your Professional Effectiveness" | 3, 5 & 6 May 1999 | Geneva, Switzerland |
| 105. | Issues Related to the functions and Working of the Bretton Woods Institutions (jointly with the Office of the Special representative of the World Bank with the United Nations | 13-14 May 1999 | New York, USA |
| 106. | Workshop on the United Nations budgetary process | 16 May 1999 | New York, USA |
| 107. | Briefing on the Advisory Committee on Administrative and Budgetary Questions (ACABQ) and the Budgetary Process of the United Nations | 18 May 1999 | New York, USA |
| 108. | Workshop on Conference Rules and Procedures | 19-20 May 1999 | Vienna |
| 109. | National Right-to-Know Workshop | 20-21 May 1999 | Buenos Aires |

| NO. | PROGRAMME | DATE | VENUE |
|---|---|---|---|
| 110. | SHU/UNITAR Series on International Economics and Finance: Part II - Global Economic Crisis from Thailand to Brazil: lessons learned | 24 May 1999 | New York, USA |
| 111. | Joint UNITAR/UNCTAD Training Programme on Commercial Diplomacy (Session II) | 26-27 May 1999 | Ramallah |
| 112. | National Action Programme: National Review Workshop | 27-28 May 1999 | Buenos Aires |
| 113. | Training Workshop on Vulnerability and Adaptation Assessment (CC:TRAIN) | May-July 1999 | N'Djaména |
| 114. | Séminaire de présentation du SISEI Afrique de l'Ouest aux ministres de l'environnement et de l'agriculture membres de la CEDEAO | June 1999 | Lomé |
| 115. | Bolivia Policy Dialogues (CC:TRAIN) | June 1999 | Bolivia |
| 116. | OSS/UNITAR, DIS/EISI Workshop in Southern African region | 1-10 June 1999 | Pretoria-Johannesburg |
| 117. | UNON/UNITAR Workshop on Conference Diplomacy and Multilateral Negotiation | 7-9 June 1999 | Nairobi |
| 118. | UTA/UNITAR Campus on International Trade (in cooperation with WTO) | 7-11 June 1999 | New York, USA |
| 119. | Seminar on the Structures and functions of the Principal Organs of the United Nations | 7-11 June 1999 | Vienna |
| 120. | Pilot Case Study on Risk Assessment Training Session | 7-11 June 1999 | Santiago |
| 121. | Formation élargie à l'utilisation des NTIC pour la gestion du SISEI Bénin | 12-19 June 1999 | Cotonou |
| 122. | Seminar on the Structures and functions of the Principal Organs of the United Nations | 14-18 June 1999 | Geneva, Switzerland |
| 123. | UNITAR-IPA Fellowship Programme in Peacemaking and Preventive Diplomacy | 20 June-3 July 1999 | Burg Schlaining, Austria |
| 124. | Seminaire sur les Privileges et Immunites des Membres des Missions Permanentes Accredites a Geneve | 21 June 1999 | Geneva, Switzerland |
| 125. | SHU/UNITAR Series on the Art of Public Speaking | 21-22 June 1999 | New York, USA |
| 126. | Unitar Workshop on Privatization and Small and Medium Size Enterprises Promotion | 22-24 June 1999 | Dushanbé |

| NO. | PROGRAMME | DATE | VENUE |
|---|---|---|---|
| 127. | Thematic Workshop on Developing and Strengthening National Legislation and Policies for the Sound Management of Chemicals | 22-25 June 1999 | Geneva, Switzerland |
| 128. | Regional Workshop on Preparing National Communications and National Implementation Strategy | 28 June-1 July 1999 | Havana |
| 129. | UNITAR Workshop on Foreign Economic Relations | 28 June-2 July 1999 | Tashkent |
| 130. | 6th Meeting of the Programme Task Force | 2 July 1999 | Geneva, Switzerland |
| 131. | ONU/UNITAR programme de perfectionnement dans le domaine du droit international | 5 July-13 August 1999 | The Hague |
| 132. | Workshop on National Communication | 12 July 1999 | Bolivia |
| 133. | UNDP/UNCTAD/UNITAR Workshop on accessing Private Financial Markets | 19-23 July 1999 | Bratislava |
| 134. | DHL/UNITAR Workshop on the Structure, Retrieval and Use of United Nations Documentation | 21-23 July 1999 | New York, USA |
| 135. | Democratic Institutions and Conflict Management in West Africa: A Strategic Workshop for Senior Policy-makers | August 1999 | |
| 136. | UNITAR WTO Workshop | 2-4 August 2000 | Dushanbé |
| 137. | International IDEA-OAU-UNITAR Strategic Workshop for Senior Policy-Makers on Democratic Institutions and Conflict Management in West Africa | 2-4 August | Dakar |
| 138. | Joint UNITAR/MEFMI Sub-Regional Debt Negotiation Workshop: Enhancing Negotiating Capacity of African Debt Managers | 2-6 August 1999 | Lilongwe |
| 139. | UNITAR Regional Workshop on Legal Aspects of Debt and Financial Management | 9-20 August 1999 | Issyk-kul, Kyrgyzstan |
| 140. | DMAN/UNITAR Series on Public-Private Partnership for Sustainable Development | 23-24 August 1999 | New York, USA |
| 141. | PACCLIM Workshop (CC:TRAIN) | 23-25 August 99 | Hamilton, New Zealand |
| 142. | Laos Country Team Workshop (CC:TRAIN) | 23-27 August 1999 | Geneva, Switzerland |
| 143. | Workshop on the Structure, Drafting and Adoption of United Nations Resolutions | 25-27 August 1999 | New York, USA |

| NO. | PROGRAMME | DATE | VENUE |
|---|---|---|---|
| 144. | WIPO/UNITAR Series on Intellectual Property Rights: Challenges and Opportunities of the 21st Century | 26-27 August 1999 | New York, USA |
| 145. | PICCAP Advisory Group Meeting (CC:TRAIN) | 27 August 1999 | Auckland, New Zealand |
| 146. | Workshop for the Asia-Pacific Region on Integrated Conservation and Development Planning: The Role of Multilateral Agreements Related to Biological Diversity | 28 August-2 September 1999 | Kushiro, Japan |
| 147. | Chad Policy Dialogues (CC:TRAIN) | August-September 1999 | N'Djaména |
| 148. | Workshop on National Communication (CC:TRAIN) | September 1999 | N'Djaména |
| 149. | Orientation Seminar for Newly Accredited Members of Permanent Missions to the United Nations at Vienna | 1-3 September 1999 | Vienna |
| 150. | Climate Change & the Internet - Hands-on Workshop | 2-4 September 1999 | Tehran |
| 151. | UNITAR/IPA Fellowship Programme on the Legal Aspects of Debt and Financial Management | 13-24 September 1999 | Dublin |
| 152. | General Briefing for New Delegates on the Work of the Fifty-Fourth Session of the General Assembly | 15-16 September 1999 | New York, USA |
| 153. | Special Briefing for New Delegates on the Work of the Second Committee | 17 September 1999 | New York, USA |
| 154. | Special Briefing for New Delegates on the Work of the Fifth Committee | 17 September 1999 | New York, USA |
| 155. | Joint UNITAR/ESAMI Sub-Regional Workshop on Effective National Debt Management | 20-24 September 1999 | Harare |
| 156. | UNITAR Fellowship Programme in International Affairs Management | 20 September-8 October | Geneva, Switzerland |
| 157. | Programme "Société de l'information et développement", projet: UNITAR/INTIF/Nic-Mg, Workshop on Internet governance | 27-29 September 1999 | Antananarivo |
| 158. | UNU/UNITAR Series - Session II: Workshop on International Environmental law | 30 September-1 October 1999 | New York, USA |
| 159. | French-language workshop on the Structure, Drafting and Adoption of UN Resolutions | 3-5 October 1999 | New York, USA |

| NO. | PROGRAMME | DATE | VENUE |
|---|---|---|---|
| 160. | Thematic Workshop on Strengthening National Capacities for Risk Management Decision-Making for Priority Chemicals | 4-6 October 1999 | Geneva, Switzerland |
| 161. | Programme "Société de l'information et développement", projet: CITI Workshop on Internet application | 4-15 October 1999 | Yaoundé |
| 162. | Workshop on Mediation Techniques | 6-7 October 1999 | Vienna |
| 163. | UNU/UNITAR Series on issues related to the functions and working of the Bretton Woods Institutions Debriefing | 7 October 1999 | New York, USA |
| 164. | UNITAR Workshop on Development of Small and Medium Sized Entrepreneurship, Foreign Investment and Establishment of Business Centres | 11-13 October 1999 | Dushanbé |
| 165. | UNITAR Workshop on Customs Modernization and Trade Facilitation | 12-15 October 1999 | Dushanbé |
| 166. | UNU/UNITAR Series on Sustainable Development in practice - Session III: Climate Change Governance: COP5 and the Kyoto Protocol Negotiations | 13-14 October 1999 | New York, USA |
| 167. | Joint UNITAR/UNDP/UNCTAD/MoF Workshop on the Legal Aspects of Debt Negotiations for the Government of Vietnam | 18-21 October 1999 | Hanoi |
| 168. | UNITAR/UNDP Workshop on Capacity Building for Development Cooperation | 18-21 October 1999 | Prague |
| 169. | Workshop on the International Trade Negotiations Part II of the UTA/UNITAR/WTO Campus on International Trade | 20-22 October 1999 | New York, USA |
| 170. | Workshop on Effective Speaking | 28-29 October 1999 | Geneva, Switzerland |
| 171. | Atelier en langue française sur la structure, la rédaction et l'adoption des résolutions de l'Organisations des Nations Unies | 3-5 November 1999 | New York, USA |
| 172. | UNON/UNITAR Workshop on Public Presentation Skills | 4-5 November 1999 | Nairobi |
| 173. | All-Africa Conference on African Principles of Conflict Resolution and Reconciliation | 8-12 November 1999 | Addis Ababa |
| 174. | UNITAR Taller Sobre la Evolucion y Desarrollo del Derecho Ambiental International | 11-12 November 1999 | Geneva, Switzerland |

| NO. | PROGRAMME | DATE | VENUE |
|---|---|---|---|
| 175. | United Nations Regional Fellowship Programme in International Law for Countries from Central Asia and the Middle East | 20 November-1 December | Tehran |
| 176. | UNITAR Workshop on Promotion of Private Sector and Small and Medium Enterprises | 15-19 November 1999 | Baku |
| 177. | Atelier sous-régional UNITAR/PISC sur la prise de décision en matière de la gestion des risques liés aux produits chimiques prioritaires | 16-19 November 1999 | Yaoundé |
| 178. | Joint UNITAR/UNCTAD Training Programme on Commercial Diplomacy (Session III) | 19-21 November 1999 | Ramallah |
| 179. | UNITAR-IPS-JIIA Conference "The Nexus Between Peacekeeping and Peace-Building: Debriefing and Lessons" | 22-23 November 1999 | Singapore |
| 180. | UNITAR/WAIFEM Sub-Regional Workshop on Arbitration and Dispute Resolution for West African Official | 22-26 November 1999 | Lagos |
| 181. | The International Migration Policy and Law Courses for Asia and the Pacific | 22-27 November 1999 | Bangkok |
| 182. | Workshop on the new UNFCCC reporting guidelines on annual inventories and options to address challenges of the Annex I Parties with economy in transition (EIT) in preparing GHG Inventories | 30 November-2 December 1999 | Geneva, Switzerland |
| 183. | All Africa Conference on African Principles of Conflict Resolution and Prevention | December 1999 | |
| 184. | Climate Change Mitigation Analysis Workshop | 2-6 December 1999 | Tehran |
| 185. | Programme de Formation ACCT/IIAP/IRIC/UNITAR à la Fonction Publique Internationale | 6 December 1999-30 June 2000 | Yaoundé, Paris, Geneva, Switzerland |
| 186. | Workshop on Preparing GHG Inventory | 29 November-3 December 1999 | Phnom Penh |
| 187. | Briefing on the Security Council for the Members of the Council | 6-15 December 1999 | New York, USA |
| 188. | DMAN/UNITAR Series on Public-Private partnership for sustainable development. Session II Financing for development through public-private partnership | 7-8 December 1999 | New York, USA |

| NO. | PROGRAMME | DATE | VENUE |
|---|---|---|---|
| 189. | Sub-Regional Workshop on Risk Management Decision Making for Priority Chemicals | 14-17 December 1999 | Lima |
| 190. | Development of a Concept and Draft Terms of Reference for a Capacity Building Network for the Sound Management of Chemicals | 25-26 January 2000 | Geneva, Switzerland |
| 191. | English-Language Workshop on the Structure, Drafting and Adoption of United Nations Resolutions | 25-27 January 2000 | New York, USA |
| 192. | Workshop on Effective Speaking | 2-3 February 2000 | Vienna |
| 193. | Workshop on New Information and Communication Technologies | 15-16 February 2000 | New York, USA |
| 194. | Workshop on Mitigation Analysis | 21-25 February 2000 | Ethiopia |
| 195. | UNITAR/UNOPS Environmental Law Briefing - Part I | 21-25 February 2000 | New York, USA |
| 196. | UNITAR Workshop for African Diplomats on the Legal Aspects of External Debt Management and Negotiation | 23-25 February 2000 | New York, USA |
| 197. | Review of Irish Aid Involvement with UNITAR | February 2000 | |
| 198. | UNITAR/CDG Workshop for the Lao PDR on Implementation of Multilateral Agreements | 14-17 March 2000 | Vientiane |
| 199. | Atelier Formation Mesmaster | 14-18 February 2000 | Gabon |
| 200. | UNITAR/CBI/Fletcher Agenda Setting Workshop | 17-19 March 2000 | New York, USA |
| 201. | UNITAR/UNEP/UNESCO Training workshop on Application of Multilateral Agreements Related to Biological Diversity | 19-24 March 2000 | Chiang Mai, Thailand |
| 202. | Briefing for New Members of Permanent Missions on the Work of the United Nations | 20-24 March 2000 | New York, USA |
| 203. | UNITAR/ILI-Uganda Sub-Regional Workshop on Legislative Drafting for Sub-Saharan Africa - Part I | 20-31 March 2000 | Kampala |
| 204. | UNITAR-RPTC Training Programme to Enhance Conflict Prevention and Peacebuilding in Southern Africa | 20-31 March 2000 | Harare |
| 205. | Functions and Working of the Bretton Woods Institutions Session I: World Bank Workshop on Environment, Energy and Economic Development | 27-28 March 2000 | New York, USA |

| NO. | PROGRAMME | DATE | VENUE |
|---|---|---|---|
| 206. | Evaluation Report of the UNITAR Training Programme on the Legal Aspects of Debt and Financial Management Follow-up Assessment | April 2000 | |
| 207. | UNITAR/WAIFEM Sub-Regional Workshop on Capital Market Development | 10-14 April 2000 | Accra |
| 208. | Workshop on the United Nations budgetary process | 11 April 2000 | New York, USA |
| 209. | UNITAR/WAIFEM pilot Workshop on West African National Profile Project to Assess the National Legal Infrastructure for Sound Financial Management for West Africa | 17-19 April 2000 | Lagos |
| 210. | First National Workshop Info-COM 2000 | 20-22 April 2000 | Libreville |
| 211. | Workshop on Negotiations of International Legal Instruments: methods and techniques | 25-27 April | New York, USA |
| 212. | Workshop on National Communications | 27-28 April 2000 | Phnom Penh |
| 213. | Workshop "Enhancing your personal Efficiency" | 27-28 April 2000 | Vienna |
| 214. | WIPO/UNITAR Series on Intellectual property - Challenges and opportunities in the 21st Century | 1-2 May 2000 | New York, USA |
| 215. | Fletcher/UNITAR Workshop on Multilateral Environmental negotiations (with Consensus Building Institute (CBI) | 6-7 May 1999 | New York, USA |
| 216. | Workshop on team development | 10 May 2000 | New York, USA |
| 217. | SHU/UNITAR Workshop series on the art of public speaking | 1-12 May 2000 | New York, USA |
| 218. | International Migration Policy Conference for Central Asia, the Caucasus and Neighbouring States | 14-19 May 2000 | Lake Issyk-Kul, Kyrgyzstan |
| 219. | Briefing on the Economic and Social Council for new members of the Council | 16 May 2000 | New York, USA |
| 220. | Workshop on Conference Diplomacy | 17-18 May 2000 | Geneva, Switzerland |
| 221. | UNITAR/ILI -Uganda sub-Regional Workshop on Legislative Drafting for Sub-Saharan Africa - Part II | 22 May-2 June 2000 | Kampala |
| 222. | National Workshop on International Trade Relations | 1-3 June 2000 | Dushanbé |

| NO. | PROGRAMME | DATE | VENUE |
|---|---|---|---|
| 223. | Workshop on Vulnerability and Adaption Assessment | 4-14 June 2000 | Tehran |
| 224. | Workshop on the Structure, Drafting and Adoption of United Nations Resolutions | 5-8 June 2000 | Vienna |
| 225. | Workshop on the Structure, Drafting and Adoption of United Nations Resolutions | 13-16 June 2000 | Geneva, Switzerland, |
| 226. | UNITAR/WAIFEM Sub-Regional Workshop on Negotiation Issues in relation to International Borrowing | 26-30 June 2000 | Arusha |
| | **Distance Learning** | | |
| 227. | Programme of Correspondence Instruction in Peace-keeping Operations | | |
| 228. | Courses of Correspondence Instruction in International Environmental Law | | |

# Annex IV

## Statistics on participation by country

| Country | Statistics for the period under review (1 July 1998-30 June 2000) | | | Situation 30 June 1998 | Grand total |
|---|---|---|---|---|---|
| | Course participants | Distance learning | Total for period | | |
| Afghanistan | - | - | - | 79 | 79 |
| Albania | 1 | 2 | 3 | 62 | 65 |
| Algeria | 16 | 8 | 24 | 149 | 173 |
| Andorra | - | - | - | 1 | 1 |
| Angola | 41 | - | 41 | 73 | 114 |
| Antigua and Barbuda | 2 | - | 2 | 24 | 26 |
| Argentina | 269 | 8 | 277 | 224 | 501 |
| Armenia | 12 | - | [illegible] | 30 | 42 |
| Australia | 31 | 178 | 209 | 396 | 605 |
| Austria | 11 | 12 | 23 | 162 | 185 |
| Azerbaijan | 50 | - | 50 | 103 | 153 |
| Bahamas | 10 | - | 10 | 98 | 108 |
| Bahrain | 18 | - | 18 | 143 | 161 |
| Bangladesh | 20 | 13 | 33 | 168 | 201 |
| Barbados | 6 | - | 6 | 89 | 95 |
| Belarus | 11 | - | 11 | 29 | 40 |
| Belgium | 13 | 2 | 15 | 110 | 125 |
| Belize | 6 | 5 | 11 | 33 | 44 |
| Benin | 52 | 23 | 75 | 300 | 375 |
| Bermuda | - | 2 | 2 | - | 2 |
| Bhutan | 6 | 4 | 10 | 126 | 136 |
| Bolivia | 46 | - | 46 | 128 | 174 |
| Bosnia and Herzegovina | 3 | 30 | 33 | 29 | 62 |

| Country | Statistics for the period under review (1 July 1998-30 June 2000) | | | Situation 30 June 1998 | Grand total |
|---|---|---|---|---|---|
| | Course participants | Distance learning | Total for period | | |
| Botswana | 12 | 2 | 14 | 320 | 334 |
| Brazil | 19 | 8 | 27 | 241 | 268 |
| Brunei Darussalam | 22 | - | 22 | 124 | 146 |
| Bulgaria | 9 | 2 | 11 | 154 | 165 |
| Burkina Faso | 17 | 4 | 21 | 354 | 375 |
| Burundi | 10 | 4 | 14 | 100 | 114 |
| Cambodia | 14 | 4 | 18 | 81 | 99 |
| Cameroon | 34 | 4 | 38 | 248 | 286 |
| Canada | 87 | 73 | 160 | 260 | 420 |
| Cape Verde | 6 | 2 | 8 | 168 | 176 |
| Central African Republic | 1 | - | 1 | 85 | 86 |
| Chad | 292 | - | 292 | 178 | 470 |
| Chile | 33 | 12 | 45 | 180 | 225 |
| China | 353 | 13 | 366 | 344 | 710 |
| Colombia | 27 | 2 | 29 | 216 | 245 |
| Comoros | 1 | - | 1 | 39 | 40 |
| Congo | 4 | 6 | 10 | 55 | 65 |
| Cook Islands | 2 | - | 2 | 17 | 19 |
| Costa Rica | 19 | 2 | 21 | 227 | 248 |
| Côte d'Ivoire | 5 | 3 | 8 | 309 | 317 |
| Croatia | 26 | - | 26 | 43 | 69 |
| Cuba | 229 | - | 229 | 367 | 596 |
| Cyprus | 11 | 1 | 12 | 62 | 74 |
| Czech Republic | 23 | 8 | 31 | 154 | 185 |

| Country | Statistics for the period under review (1 July 1998-30 June 2000) | | | Situation 30 June 1998 | Grand total |
|---|---|---|---|---|---|
| | Course participants | Distance learning | Total for period | | |
| Democratic People's Republic of Korea | 5 | - | 5 | 57 | 62 |
| Democratic Republic of the Congo | 6 | 2 | 8 | 162 | 170 |
| Denmark | 46 | - | 46 | 86 | 132 |
| Djibouti | 3 | 5 | 8 | 55 | 63 |
| Dominica | - | - | - | 28 | 28 |
| Dominican Republic | 18 | 2 | 20 | 95 | 115 |
| Ecuador | 261 | 3 | 264 | 320 | 584 |
| Egypt | 35 | - | 35 | 572 | 607 |
| El Salvador | 15 | 2 | 17 | 205 | 222 |
| Equatorial Guinea | 1 | - | 1 | 22 | 23 |
| Eritrea | 6 | - | 6 | 149 | 155 |
| Ethiopia | 38 | 5 | 43 | 470 | 513 |
| Estonia | 4 | - | 4 | 16 | 20 |
| Fiji | 6 | 1 | 7 | 98 | 105 |
| Finland | 5 | - | 5 | 158 | 163 |
| France | 12 | 6 | 18 | 394 | 412 |
| Gabon | 123 | 3 | 126 | 166 | 292 |
| Gambia | 77 | 13 | 90 | 159 | 249 |
| Gaza | 46 | - | 46 | - | 46 |
| Georgia | 9 | - | 9 | 40 | 49 |
| Germany | 64 | 458 | 522 | 706 | 1228 |
| Ghana | 226 | - | 226 | 399 | 625 |

| Country | Statistics for the period under review (1 July 1998-30 June 2000) | | | Situation 30 June 1998 | Grand total |
|---|---|---|---|---|---|
| | Course participants | Distance learning | Total for period | | |
| Greece | 1 | - | 1 | 65 | 66 |
| Grenada | - | - | - | 27 | 27 |
| Guatemala | 30 | 16 | 46 | 126 | 172 |
| Guinea | 10 | 3 | 13 | 157 | 170 |
| Guinea-Bissau | 5 | - | 5 | 55 | 60 |
| Guyana | 11 | - | 11 | 78 | 89 |
| Haiti | 29 | - | 29 | 248 | 277 |
| Holy See | 12 | - | 12 | 85 | 97 |
| Honduras | - | 1 | 1 | 132 | 133 |
| Hungary | 28 | 5 | 33 | 118 | 151 |
| Iceland | 3 | - | 3 | 24 | 27 |
| India | 21 | 9 | 30 | 537 | 567 |
| Indonesia | 198 | 13 | 211 | 471 | 682 |
| Iran (Islamic Republic of) | 36 | 22 | 58 | 282 | 340 |
| Iraq | 7 | - | 7 | 183 | 190 |
| Ireland | 6 | 1 | 7 | 70 | 77 |
| Israel | 14 | 20 | 34 | 157 | 191 |
| Italy | 63 | 41 | 104 | 278 | 382 |
| Jamaica | 36 | - | 36 | 157 | 193 |
| Japan | 86 | 11 | 97 | 310 | 407 |
| Jordan | 70 | 6 | 76 | 135 | 211 |
| Kazakhstan | 19 | 3 | 22 | 135 | 157 |
| Kenya | 45 | 7 | 52 | 277 | 329 |
| Kiribati | 3 | - | 3 | 9 | 12 |
| Kuwait | 37 | 1 | 38 | 253 | 291 |
| Kyrgyzstan | 35 | 2 | 37 | 111 | 148 |

| Country | Statistics for the period under review (1 July 1998-30 June 2000) | | | Situation 30 June 1998 | Grand total |
|---|---|---|---|---|---|
| | Course participants | Distance learning | Total for period | | |
| Lao People's Democratic Republic | 17 | 26 | 43 | 76 | 119 |
| Latvia | 12 | 5 | 17 | 55 | 72 |
| League of Arab States | 6 | - | 6 | - | 6 |
| Lebanon | 8 | 3 | 11 | 87 | 98 |
| Lesotho | 25 | 10 | 35 | 165 | 200 |
| Liberia | 5 | - | 5 | 82 | 87 |
| Libyan Arab Jamahiriya | 7 | - | 7 | 139 | 146 |
| Liechtenstein | 2 | - | 2 | 18 | 20 |
| Lithuania | 46 | 5 | 51 | 171 | 222 |
| Luxembourg | 11 | - | 11 | 39 | 50 |
| Madagascar | 19 | - | 19 | 199 | 218 |
| Malawi | 32 | - | 32 | 211 | 243 |
| Malaysia | 29 | 3 | 32 | 212 | 244 |
| Maldives | 20 | - | 20 | 90 | 110 |
| Mali | 10 | 2 | 12 | 321 | 333 |
| Malta | 7 | 1 | 8 | 114 | 122 |
| Marshall Islands | 12 | - | 12 | 21 | 33 |
| Mauritania | 2 | 3 | 5 | 86 | 91 |
| Mauritius | 20 | 12 | 32 | 99 | 131 |
| Mexico | 15 | 19 | 34 | 467 | 501 |
| Micronesia (Federated States of) | 4 | 1 | 5 | 25 | 30 |
| Moldova | 6 | 2 | 8 | 7 | 15 |
| Monaco | 2 | - | 2 | - | 2 |

| Country | Statistics for the period under review (1 July 1998-30 June 2000) | | | Situation 30 June 1998 | Grand total |
|---|---|---|---|---|---|
| | Course participants | Distance learning | Total for period | | |
| Mongolia | 29 | 7 | 36 | 194 | 230 |
| Morocco | 122 | 4 | 126 | 283 | 409 |
| Mozambique | 39 | - | 39 | 137 | 176 |
| Myanmar | 12 | 1 | 13 | 153 | 166 |
| Namibia | 47 | - | 47 | 147 | 194 |
| Nauru | 8 | - | 8 | 3 | 11 |
| Nepal | 15 | 7 | 22 | 161 | 183 |
| Netherlands | 39 | 30 | 69 | 155 | 224 |
| New Zealand | 19 | 2 | 21 | 160 | 181 |
| Nicaragua | 9 | 4 | 13 | 139 | 152 |
| Niger | 5 | 2 | 7 | 182 | 189 |
| Nigeria | 172 | 9 | 181 | 431 | 612 |
| Niue | 1 | - | 1 | 1 | 2 |
| Norway | 21 | 14 | 35 | 99 | 134 |
| Oman | 12 | - | 12 | 141 | 153 |
| Pakistan | 133 | 9 | 142 | 321 | 463 |
| Palau | 1 | - | 1 | - | 1 |
| Palestinian Authority | 413 | - | 413 | 280 | 693 |
| Panama | 9 | 2 | 11 | 122 | 133 |
| Papua New Guinea | 3 | - | 3 | 60 | 63 |
| Paraguay | 150 | - | 150 | 126 | 276 |
| Peru | 716 | 3 | 719 | 219 | 938 |
| Philippines | 29 | 10 | 39 | 318 | 357 |
| Poland | 14 | 6 | 20 | 152 | 172 |
| Portugal | 8 | 5 | 13 | 91 | 104 |

| Country | Statistics for the period under review (1 July 1998-30 June 2000) | | | Situation 30 June 1998 | Grand total |
|---|---|---|---|---|---|
| | Course participants | Distance learning | Total for period | | |
| Qatar | 8 | - | 8 | 131 | 139 |
| Republic of Korea | 23 | 4 | 27 | 231 | 258 |
| Romania | 17 | 2 | 19 | 33 | 52 |
| Russian Federation | 47 | 8 | 55 | 136 | 191 |
| Rwanda | 28 | 14 | 42 | 111 | 153 |
| Saint Kitts and Nevis | 1 | - | 1 | 24 | 25 |
| Saint Lucia | 20 | - | 20 | 31 | 51 |
| Saint Vincent and the Grenadines | 5 | - | 5 | 17 | 22 |
| Samoa | 7 | - | 7 | 29 | 36 |
| San Marino | 3 | - | 3 | 22 | 25 |
| Sao Tome and Principe | 1 | - | 1 | 21 | 22 |
| Saudi Arabia | 13 | - | 13 | 146 | 159 |
| Senegal | 87 | 6 | 93 | 1 795 | 1 888 |
| Seychelles | 2 | 2 | 4 | 28 | 32 |
| Sierra Leone | 21 | - | 21 | 70 | 91 |
| Singapore | 14 | 2 | 16 | 169 | 185 |
| Slovakia | 70 | 3 | 73 | 85 | 158 |
| Slovenia | 14 | - | 14 | 53 | 67 |
| Solomon Islands | 4 | 3 | 7 | 32 | 39 |
| Somalia | 2 | - | 2 | 62 | 64 |
| South Africa | 47 | 46 | 93 | 222 | 315 |
| Spain | 8 | 144 | 152 | 122 | 274 |
| Sri Lanka | 18 | 5 | 23 | 141 | 164 |

| Country | Statistics for the period under review (1 July 1998-30 June 2000) | | | Situation 30 June 1998 | Grand total |
|---|---|---|---|---|---|
| | Course participants | Distance learning | Total for period | | |
| Sudan | 205 | 6 | 211 | 221 | 432 |
| Suriname | 13 | - | 13 | 114 | 127 |
| Swaziland | 12 | - | 12 | 132 | 144 |
| Sweden | 16 | 2 | 18 | 172 | 190 |
| Switzerland | 17 | 11 | 28 | 201 | 229 |
| Syrian Arab Republic | 14 | 5 | 19 | 109 | 128 |
| Tajikistan | 57 | - | 57 | 46 | 103 |
| Thailand | 44 | 27 | 71 | 309 | 380 |
| The former Yugoslav Republic of Macedonia | 4 | 9 | 13 | 13 | 26 |
| Togo | 8 | 5 | 13 | 86 | 99 |
| Tonga | 8 | - | 8 | 3 | 11 |
| Trinidad and Tobago | 13 | 5 | 18 | 145 | 163 |
| Tunisia | 127 | 5 | 132 | 287 | 419 |
| Turkey | 30 | 7 | 37 | 168 | 205 |
| Turkmenistan | 34 | - | 34 | 105 | 139 |
| Tuvalu | 69 | - | 69 | 7 | 76 |
| Uganda | 83 | 12 | 95 | 367 | 462 |
| Ukraine | 20 | 6 | 26 | 55 | 81 |
| United Arab Emirates | 1 | 3 | 4 | 35 | 39 |
| United Kingdom | 28 | 53 | 81 | 221 | 302 |
| United Republic of Tanzania | 59 | - | 59 | 219 | 278 |
| United States | 191 | 959 | 1 150 | 1 638 | 2 788 |

| Country | Statistics for the period under review (1 July 1998-30 June 2000) | | | Situation 30 June 1998 | Grand total |
|---|---|---|---|---|---|
| | Course participants | Distance learning | Total for period | | |
| Uruguay | 4 | 3 | 7 | 159 | 166 |
| Uzbekistan | 18 | - | 18 | 223 | 241 |
| Vanuatu | 3 | - | 3 | 38 | 41 |
| Venezuela | 36 | 3 | 39 | 366 | 405 |
| Viet Nam | 150 | 7 | 157 | 311 | 468 |
| Yemen | 37 | - | 37 | 193 | 230 |
| Yugoslavia | 16 | 5 | 21 | 104 | 125 |
| Zambia | 50 | 10 | 60 | 382 | 442 |
| Zimbabwe | 134 | 14 | 148 | 460 | 608 |
| United Nations system | 242 | - | 242 | 1 856 | 2 098 |
| Non-governmental organizations/ other | 232 | - | 232 | 881 | 1 113 |
| Former USSR | - | - | 0 | 173 | 173 |
| **Total** | **8 469** | **2 701** | **11 170** | **35 645** | **46 815** |

# Annex V

## Statistics on participation by regional grouping

| **Members of the Economic Commission for Africa (ECA), <u>including</u>: Egypt** |
|---|
| Number of Participants during the period under review: 2,506<br>Number of Participants since UNITAR's inception: (11,583) |
| Algeria: 24, (149); Angola: 41, (73); Benin: 75, (300); Botswana: 14, (320); Burkina Faso: 21, (354); Cameroon: 38, (248); Cape Verde: 8, (168); Central African Republic: 1, (85); Chad: 292, (178); Comoros: 1, (39); Congo: 10, (55); Côte d'Ivoire: 8, (309); Djibouti: 5, (55); Egypt: 35, (572); Eritrea: 6, (149); Ethiopia: 43, (470); Gabon: 126, (166); Gambia: 90, (159); Ghana: 226, (399); Guinea: 13, (157); Guinea-Bissau: 5, (55); Guinea (Equatorial): 1, (22); Kenya: 52, (277); Lesotho: 35, (165); Liberia: 5, (82); Libyan Arab Jamahiriya: 7, (139); Madagascar: 19, (199); Malawi: 32, (211); Mali: 12, (321); Mauritania: 5, (86); Mauritius: 32, (99); Mozambique: 39, (137); Namibia: 47, (147); Niger: 7, (182); Nigeria: 181, (431); Rwanda: 42, (111); Sao Tome and Principe: 1, (21); Senegal: 93, (1,795); Seychelles: 4, (28); Sierra Leone: 21, (70); Somalia: 2, (62); South Africa: 93, (222); Sudan: 211, (221); Swaziland: 12, (132); Togo: 13, (86); Tunisia: 133, (287); Uganda: 95, (367); United Republic of Tanzania: 59, (219); Democratic Republic of the Congo: 8, (162); Zambia: 60, (382); Zimbabwe: 148, (460). |

| **<u>Members of the Economic Commission for Europe (ECE), including</u>: Canada and the United States, as well as Armenia, Azerbaijan, Kazakhstan, Kyrgyzstan, Tajikistan, Turkey, Turkmenistan, and Uzbekistan.** |
|---|
| Number of Participants during the period under review: 3,244<br>Number of Participants since UNITAR's inception: (7,836) |
| Albania: 3, (62); Andorra: 0, (1); Armenia: 12, (30); Austria: 23, (162); Azerbaijan: 50, (103); Belarus: 11, (29); Belgium: 15, (110); Bosnia and Herzegovina: 33, (29); Bulgaria: 11, (154); Canada: 160, (260); Croatia: 26, (43); Cyprus: 12, (62); Czech Republic: 31, (154); Denmark: 46, (86); Estonia: 4, (16); Finland: 5, (158); France: 18, (394); Georgia: 9, (40); Germany: 522, (706); Greece: 1, (65); Hungary: 33, (118); Iceland: 3, (24); Ireland: 7, (70); Israel: 34, (157); Italy: 105, (278); Kazakhstan: 22, (135); Kyrgyzstan: 37, (111); Latvia: 17, (55); Liechtenstein: 2, (18); Lithuania: 51, (171); Luxembourg: 11, (39); Malta: 8, (114); Monaco: 2, (0); Netherlands: 69, ,155); Norway: 21, (99); Poland: 20, (152); Portugal: 13, (91); Republic of Moldova: 8, (7); Romania: 19, (33); Russian Federation: 55, (136); San Marino: 3, (22); Slovakia: 73, (85); Slovenia: 14, (53); Spain: 152, (122); Sweden: 18, (172); Switzerland: 18, (201); Tajikistan: 57, (46); the former Yugoslav Republic of Macedonia: 13, (13); Turkey: 37, (168); Turkmenistan: 34, (105); Ukraine: 26, (55); United Kingdom: 81, (221); United States: 11,508, (1,638); Uzbekistan: 18, (223); Yugoslavia: 21, (104). |

**Members of the Economic Commission for Latin America and the Caribbean (ECLAC) excluding: Canada, France, Italy, Netherlands, Portugal, Spain, United Kingdom and United States**

Number of Participants during the period under review: 2,157
Number of Participants since UNITAR's inception: (5,172)

Antigua and Barbuda: 2, (24); Argentina: 277, (224); Bahamas: 10, (98); Barbados: 6, (89); Belize: 11, (33); Bolivia: 46, (128); Brazil: 27, (241); Chile: 45, (180); Colombia: 29, (216); Costa Rica: 21, (227); Cuba: 229, (367); Dominica: 0, (28); Dominican Republic: 20, (95); Ecuador: 264, (320); El Salvador: 17, (205); Grenada: 0, (27); Guatemala: 46, (126); Guyana: 11, (78); Haiti: 29, (248); Honduras: 1, (132); Jamaica: 36, (157); Mexico: 34, (467); Nicaragua: 13, (139); Panama: 11, (122); Paraguay: 150, (126); Peru: 719, (219); Saint Kitts and Nevis: 1, (24); Saint Lucia: 20, (31); Saint Vincent and the Grenadines: 5, (17); Suriname: 13, (114); Trinidad and Tobago: 18, (145); Uruguay: 7, (159); Venezuela: 39, (366).

**Members of the Economic Commission for Asia and the Pacific (ESCAP)**
**Including: Armenia, Azerbaijan, Kazakhstan, Kyrgyzstan, Tajikistan, Turkey, Turkmenistan and Uzbekistan**
**Excluding: France, Netherlands, Russian Federation, United Kingdom and United States**

Number of Participants during the period under review: 1,936
Number of Participants since UNITAR's inception: (7,068)

Afghanistan: 0, (79); Armenia: 12, (30); Australia: 31, (396); Azerbaijan: 50, (103); Bangladesh: 33, (168); Bhutan: 10, (126); Brunei Darussalam: 22, (124); Cambodia: 18, (81); China: 366, (344); Democratic People's Republic of Korea: 5, (57); Fiji: 7, (98); India: 24, (537); Indonesia: 211, (471); Iran (Islamic Republic of): 58, (282); Japan: 97, (310); Kazakhstan: 22, (135); Kiribati: 3, (9); Kyrgyzstan: 37, (111); Lao People's Democratic Republic: 43, (76); Malaysia: 32, (212); Maldives: 20, (90); Marshall Islands: 12, (21); Micronesia (Federated States of): 4, (25); Mongolia: 36, (194); Myanmar: 13, (153); Nauru: 8, (3); Nepal: 22, (161); New Zealand: 21, (160); Niue: 1, (1); Pakistan: 142, (321); Papua New Guinea: 3, (60); Philippines: 39, (318); Republic of Korea: 27, (231); Samoa: 7, (29); Singapore: 16, (169); Solomon Islands: 7, (32); Sri Lanka: 23, (141); Tajikistan: 57, (46); Thailand: 71, (309); Tonga: 8, (3); Turkey: 37, (168); Turkmenistan: 34, (105); Tuvalu: 69, (7); Uzbekistan: 18, (223); Vanuatu: 3, (38); Viet Nam: 157, (311); Republic of Palau: 0, (0).

| **Members of the Economic and Social Commission for Western Asia (ESCWA) including: Egypt** |
| --- |
| Number of Participants during the period under review: 684<br>Number of Participants since UNITAR's inception: (2,225) |
| Bahrain: 18, (143); Egypt: 35, (572); Jordan: 76, (135); Kuwait: 38, (253); Lebanon: 11, (87); Oman: 12, (141); Palestinian Authority: 413, (280); Qatar: 8, (131); Saudi Arabia: 13, (146); Syrian Arab Republic: 19, (109); United Arab Emirates: 4, (35); Yemen: 37, (193). |

# Annex VI

## Publications and training material

With the restructuring of UNITAR and following the decision of the General Assembly, activities of research per se have been discontinued, in favour of research on and for training. UNITAR publications are thus either practice-oriented books or manuals and training materials.

Only publications written or directed by UNITAR staff are mentioned here, together with genuine UNITAR training materials published by the various programmes.

Most of the publications are edited and distributed through commercial channels. This guarantees a good level of scientific credibility, since it must meet market-based competition but in turn, and unfortunately, makes the publications rather expensive. Specific arrangements are made with the publisher(s) to have systematic discounts in favour of developing countries or to have a special discount, for a short period, by ordering through UNITAR.

### Books

#### Research and Colloquia

BOISARD, Marcel and CHOSSUDOVSKY, Eugene M. (eds.):
Multilateral Diplomacy: The United Nations System at Geneva: A Working Guide/La diplomatie multilaterale, Le Système des Nations Unies à Genève: Guide de Travail; (Bilingual publication) Second revised edition by Jacques LEMOINE, Préface de Kofi A. Annan, The Hague (Kluwer Law International) 1998, XXII/504 pages

LEE, Roy S. (ed):
The International Criminal Court: The Making of the Rome Statute — Issues, Negotiations, Results. The Hague (Kluwer Law International), 1999, XXXV/657 pages

MURITHI, Timothy:
The OAU Mechanism for Conflict Resolution: Contextualizing the Sub-national Problem. Africa World Review, 18-21 (1998)

MURITHI, Timothy:
NGOs and Conflict Resolution in Africa. In O. Furley and R. May (Eds.) Peacekeeping in Africa. London: Ashgate, pp. 265-281 (1998)

MURITHI, Timothy:
From Conflict Resolution to Sustainable Democracy: State Collapse and Post-Conflict Peace Building in Africa. In S. Bakut and S. Dutt (Eds.) Africa Towards the Millennium: An Agenda for Mature Development. London: Macmillan. (1999)

PECK, Connie:
Sustainable Peace: The Role of the UN and Regional Organization in Preventing Conflict, Foreword by David A. Hamburg, Carnegie Commission on Preventing Deadly Conflict, Lanham, Maryland (Rowman and Littlefield) 1998, XX/296 pages.

PECK, Connie:
Organizations and Cooperation in Conflict Prevention: Strategic Management and Coordination. In J. Ginifer, E.B. Eide and C. Ronnfeldt (Eds.) Preventive Action in Theory and Practice. Oslo, Norway: The Norwegian Institute of International Affairs, pp. 105-131. (1999)

PECK, Connie:
UN Preventive Action. In M. Alagatpa and T. Inoguchi (Eds.) International Security Management and the United Nations. Tokyo: UNU Press, pp. 427-444. (1999)

PECK, Connie:
A More Strategic Partnership for the Prevention and Resolution of Conflict. In M. Mekenkamp, P. van Tongeren and H. Van de Venn (Eds.) Searching for Peace in Africa: An Overview of Conflict Prevention and Management Activities. The Hague, The Netherlands: European Platform for Conflict Prevention, pp. 39-44. (1999)

E. Wertheim, A. Love, C. Peck and L. Littlefield:
Skills for Resolving Conflict. Melbourne, Australia: Eruditions Publishing. (1998)

**Debriefing and Lessons Learned Series**

AZIMI, Nassrine and CHANG Li Lin (eds.):
The Nexus between Peacekeeping and Peace-building: Debriefing and Lessons, Report of the 1999 Singapore Conference. Published by Kluwer Law International, London, United Kingdom, 2000. 262 pages.

## Courses of correspondence instruction

**Peacekeeping Operations**

- The United Nations Peacekeeping Force in the Former Yugoslavia, 120 pages — available in English and French, Course Author: Capt. Jean-Michel Faure, French Army
- Logistical support of United Nations Peace-keeping Operations, 101 pages — available in English and Spanish Course Author: LCOL. Charles Grimm, Ph.D., US Army, Retired
- Commanding United Nations Peacekeeping Operations: Methods and Techniques for Peacekeeping on the Ground, 177 pages — available in English and French Course Author: Capt. Jean-Michel Faure, French Army

- Principles for the Conduct of Peace Support Operations, 179 pages — available in English, Course Authors: LCOL. Philip Wilkinson, MBE, UK Army; LCOL. Richard Rinaldo, US Army, retired
- The History of United Nations Peace-keeping Operations During the Cold War Period: 1945-1987. 115 pages plus students are provided a copy of The Blue Helmets — available in English, Course Author: F. T. Liu, Former UN Assistant Secretary General For Special Political Affairs
- Demining in the Aftermath of War: Preventing Casualties to Peace-keepers and the Civilian Population. 179 pages. Available in English. Course Authors: Mr. Gerhard Bornmann, Formerly UN Dept. Of Humanitarian Affairs Demining, and COL Barry Cox, UK Army, retired
- Serving as a United Nations Military Observer: Methods and Procedures. 152 pages — Available in English and Spanish Course Developer: LCOL. Christian Harleman, Swedish Army, retired
- United Nations Civilian Police. 165 pages. Available in English and Spanish, Course Developers: COL Larry Forster, US Army, and LCOL. Christian Harleman, Swedish Army

**International Environmental Law**

- Phase I - International Environmental Law Course modules

Course I: Introduction to International Environmental Law.

Course II: Role of International Organizations in the Evolution of Environmental Law.

Course III: Techniques and Procedures in International Environmental Law pages.

Course IV: International Environmental Negotiations.

Course V: International Environmental Law: Hazardous Materials and Waste.

Course VI: International Environmental Law: Biological Diversity.

Course VII: International Environmental Law: Atmosphere, Freshwater and Soil.

Course VIII: International Environmental Law: Marine Environment, Polar Regions and Outer Space.

Course IX: Trade and Environment.

Course X: Trends and Directions for International Environmental Law and Management.

## Video training materials

Peace-Keeping: "A Video Training Package"

Manual: Training Guidelines for National or Regional Training Programmes

Manual: Training Exercise 1: Neutrality, Reliability, Impartiality (An introduction to Peacekeeping)

Training Exercise 2: Guarding of HQ and Vital Objects

Training Exercise 3: Escorting (Convoys)

Training Exercise 4: Use of Force

Training Exercise 5: Mine, Bomb and Booby Trap Threats

Training Exercise 6: Negotiation

Training Exercise 7: Patrolling

Training Exercise 8: Checkpoints

Video: Parts 1, 2 & 3: The Roots and Causes of a Conflict, The Evolution of United Nations Peacekeeping, Organizing a United Nations Peacekeeping Training Centre

Part 4: How to Train a United Nations Peacekeeping Soldier

Part 5: Training of a United Nations Military Observer

Part 6: How to Train a United Nations Elections Monitor

## Electronic training materials (including CD-ROMs/internet)

**New information and communication technologies — Internet**

- "Internet au Sud": published jointly with "Orstom-edition", this multimedia product is a sort of virtual library on Internet. It includes training with slide projectors, training course supports, technical documentation, software library with freewares and sharewares, a presentation of main international cooperation programmes and a chapter of research papers on Information Society and Development. It is updated regularly (www.rio.net/interafrique/CDROM). The CD-ROM "Internet au Sud" is handed out at all UNITAR training courses on Internet and is available at Orstom-Edition. Currently available in French, an English version is planned for the near future
- CD ROM — Environmental Information System on the Internet: distance learning
- "Desertification Information Circulation Systems (DIS)": published jointly with the Sahara and Sahel Observatory and Orstom. This publication provides the user with hyperlinks to web sites such as:
  - OSS and DIS OSS, providing inventories of maps in Africa;
  - GIS on desertification in Africa and some references on desertification;
  - DIS (DIS Senegal), with access to a variety of Senegalese maps, activities on desertification and other bibliographic resources.

**Related training material being developed in the framework of the Programme**

- Training manual on the EISI
- Technical introductive modules on data bases, remote sensing and geographic information systems
- Introduction module on Internet and uses of Internet services
- Training manual on the creation and maintenance of web pages
- Training module on the conception the development of projects related to Environmental Information System on the Internet.

## CC:TRAIN

- Policy Development Series
- Preparing National Communications of non-Annex I Parties under the UNFCCC (English, French and Spanish)
- Climate Change and the UNFCCC: Challenges and Opportunities — Version 3 (English, French and Spanish)
- Understanding the Kyoto Protocol: Challenges and Opportunities (Draft, English)
- Handbook on Preparing National Implementation Strategies (English)

- Technical Studies Series
- Preparing a Vulnerability and Adaptation Assessment, including VANDA, a computer-aided training software (English, French and Spanish)
- Compiling a National Greenhouse Gases Inventory (English, French and Spanish)
- Preparing a Mitigation Analysis (English, French and Spanish)

The above packages are available on CD-ROM and the World Wide Web (www.unitar.org/cctrain/cd/main.html)

## Training packages

### Debt and financial management

- UNITAR Training Package — Debt and Financial Management Modules I-X: still available upon request
- UNITAR Case Study Workshop Package on Negotiation Modules 1-9: still available upon request

During the reporting period, the following documents were either published or are in the process of being published:

- Document No. 6: Selected Essays on Development Finance and the Role of the Lawyer in International Debt Operations (July 1999)
- Document No. 7: Selected Issues in Loan Negotiations with Official Creditors (September 1999)
- Document No. 8: The "Building Blocks" of Effective Government Debt Management (December 1999)
- Document No. 9: Problems and Perspectives of Debt Negotiations (April 2000)
- Document No.10: Negotiation of Specific Clauses of Loan Agreements (May 2000)
- Document No. 11: The Role of Parliamentary Counsel in Legislative Drafting (May 2000)

### Foreign economic relations

- Document 1: Sovereign Debtors and their Bondholders by Lee Buchheit
- Document 2: The Development of Domestic Capital Markets for Sovereign Debt Issuers by Brian Olden

**Climate change**

Material developed for trainers and educators

CC:TRAIN Training Package on Climate Change & the UNFCCC, Version 3:

- Module 1: The Science of Global Climate Change
- Module 2: The Impacts of Climate Change
- Module 3: The UNFCCC: Challenges, Opportunities and Emerging Issues
- Module 4: Understanding and Accessing the Financial Support Provided for by UNFCCC
- Module 5: Methodologies Used in climate change Analysis

CC:TRAIN Training Package on Preparing National Communications of non-Annex I Parties under the UNFCCC:

- Module 1 will explore the purpose of national communications under the Convention.
- Module 2 will look at what the Parties to the Convention have agreed should guide the content, structure and timing of the initial national communications of non-Annex I Parties.
- Module 3 will explain the practical steps that can be taken by countries which are yet to receive financial and technical assistance to prepare their national communications. It will also provide suggestions on how to establish a national climate change committee and climate change technical team.

CC:TRAIN Training Package on Understanding Kyoto Protocol (Draft):

- Introduction to the Kyoto Protocol
- Emission Reduction Targets
- Mechanisms for Implementation
- Future of Kyoto Protocol

## Guidance series and technical support materials

**Chemicals and waste management**

- Global Opportunities for Reducing the Use of Leaded Gasoline, UNEP, UNICEF, UNITAR,1998
- Key Elements of a National Programme for Chemicals Management and Safety, IPCS, WHO, UNITAR, 1998

**National Profile**

- Preparation of National Profiles to Assess the National Infrastructure for the Sound Management of Chemicals, UNITAR in cooperation with the IFCS Secretariat, August 1998
- Global Status of Comprehensive National Profile Preparation (Map), UNITAR, December 1998
- Countries which have Requested Financial Support to Prepare/Complete a Comprehensive National Profile (Map), UNITAR, December 1998

**Series of PRTR Technical Support Materials**

- Guidance for Facilities on PRTR Data Estimation and Reporting, UNITAR/IOMC, 1998
- Addressing Industry Concerns Related to Pollutant Release and Transfer Registers, UNITAR/IOMC, 1998
- Guidance on Estimating Non-point Source Emissions, UNITAR/IOMC, Ministry of Housing Spatial Planning and the Environment of the Netherlands, 1998
- UNITAR Training and Capacity Building Programme to Facilitate the Design and Implementation of National Pollutant Release and Transfer Registers (PRTRs) Activity Summary, UNITAR, February 1999

**Series of Thematic Sessions**

- Strengthening National Information Systems for Chemicals Management: Observations and Conclusions of the Thematic Session (No.1), UNITAR/IOMC, 1998
- Awareness Raising, Education and Training for Chemicals Management: Observations and Conclusions of the Thematic Session (No.2), UNITAR/IOMC, 1998
- Developing & Strengthening National Legislation and Policies for the Sound Management of Chemicals (No. 3), UNITAR/IOMC/IFCS, 1999
- Strengthening National Capacities for Risk Management Decision-Making for Priority Chemicals (No. 4), UNITAR/IPCS/IOMC, 1999
- Guidance and Training Materials of IOMC Participating Organizations: An Annotated Resource Guide for Chemicals Management Capacity Building (First Edition), UNITAR/IOMC, March 1999

- Rapport de l'Atelier sous-régional UNITAR/PISC sur la prise de décision en matière de la gestion des risques liés aux produits chimiques prioritaires, 16-19 novembre 1999, Yaoundé, Cameroun, UNITAR, 2000
- Report of the Sub-Regional Workshop on Risk Management Decision-Making for Priority Chemicals, 14-17 December 1999, Lima, Peru, UNITAR, 2000

**Climate Change**

Handbook on Preparing National Implementation Strategies of the Climate Change Convention

- Part 1 — What is a National Implementation Strategy.
- Part 2 — Process for preparing a National Implementation Strategy.
- Part 3 — Suggestions for preparing a national climate change profile and developing policies and measures.

**International Migration Policies**

- 3 editions of the region-specific "IMP Migration Reference Manual", a Handbook for Government Migration Practitioners
- 4 editions of the Annotated Work Programmes (IMP core curricula adjusted to regional migration context covered at each meeting)
- 2 compilations in Booklet form of government responses to IMP questionnaires
- 2 editions of the IMP "Up-date"

**New York Office**

- DMAN/UNITAR Public-Private Partnership for Sustainable Development, Session I: Public-Private Partnership for Education and Infrastructure Development, August 1999, 52 pages, and Session II Addendum: Financing for Development through Public-Private Partnership, December 1999, 33 pages.
- UNITAR/CBI/Fletcher The Group of 77: Building Global Negotiating Capacity. A Provisional Report, June 2000, 18 pages.
- UTA/UNITAR Campus on International Trade, in cooperation with the World Trade Organization, June 1998, 64 pages; June 1999, 57 pages; and June 2000.

## Note

Only publications covering a broad and general field are mentioned. They are for regular distribution by UNITAR, on sale or free of charge as supporting material for training activities. Not listed here are the many rather specific publications: fact sheets focusing on one country or one region, internal assessment and needs surveys as well as training packages prepared for use in a one off training event. Finally, the "national profiles" (over 30 now available in the field of Chemicals Management) are considered to be owned by each respective country. UNITAR does not feel free to distribute them without clear the permission or authorization of the concerned countries.

# Annex VII

## Selected financial aspects

Article VIII of the statute of UNITAR reads as follows:

"The financing of the Institute's training programmes shall be in accordance with the following principles:

(a) The core training programme, concentrating on training for international cooperation and multilateral diplomacy at all levels, primarily of persons from developing countries, shall be financed from the General Fund;

(b) Other training programmes, designed and conducted by the Institute for other United Nations bodies and specialized agencies, shall be carried out on a fully reimbursable basis, without resulting in any financial obligations for the General Fund;

(c) Training for economic and social development and any other training activities shall be funded from special purpose grants ..." (para. 8).

"... Funds administered by and for the Institute shall, as provided in the United Nations Financial Regulations, be subject to audit by the United Nations Board of Auditors ..." (para. 12).

The report of the United Nations Board of Auditors (1998-1999)[a] will be submitted to the General Assembly at its fifty fifth session. Three selected aspects are herewith presented:

Contributions to

(a) The General Fund;

(b) Contributions to the Special Purpose Grants Fund, informing readers of the report of activities and paying tribute to those contributing States, intergovernmental organizations and private institutions which have assisted UNITAR financially during the period under review;

(c) The statement of income and expenditure for the biennium 1998-1999, demonstrating that the budget for those years has remained balanced.

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[a] *Official Records of the General Assembly, Fifty-fifth session, Supplement No. 5D* (A/55/5/Add.4).

## A. Voluntary contributors to the General Fund (by decreasing importance of contributions)

| 1998 | 1999 | 2000 (up to June 2000) |
|---|---|---|
| Nigeria | Japan | Japan |
| Japan | Switzerland | Switzerland |
| Switzerland | Nigeria | France |
| France | France | Brunei Darussalam |
| Kuwait | Ireland | China |
| Ireland | Kuwait | Saudi Arabia |
| India | Czech Republic | Greece |
| Czech Republic | Brunei Darussalam | Sri Lanka |
| Brunei Darussalam | China | Cyprus |
| China | Ghana | |
| Pakistan | Republic of Korea | |
| Saudi Arabia | Saudi Arabia | |
| Mexico | Egypt | |
| South Africa | Greece | |
| Egypt | Mexico | |
| Greece | Chile | |
| Algeria | Indonesia | |
| Chile | Morocco | |
| Uruguay | Thailand | |
| Morocco | Cyprus | |
| Indonesia | Mauritius | |
| Bahamas | Holy See | |
| Rwanda | Jamaica | |
| Tunisia | Nepal | |
| Thailand | Rwanda | |
| Malta | Sudan | |
| Cyprus | Uruguay | |
| Holy See | Malta | |
| Sri Lanka | Slovenia | |
| Slovenia | Paraguay | |

## B. List of donors to the Special Purpose Grants Fund

(July 1998 to 30 June 2000, in United States dollars, unless indicated otherwise)

### MANAGEMENT OF INTERNATIONAL AFFAIRS

**UN/UNITAR Fellowship Programme in International Law**

| | | | |
|---|---|---|---|
| United Nations Office of Legal Affairs | 1998 | $ | 193 500 |
| | 1999 | $ | 76 000 |
| Regional Fellowship | | $ | 67 000 |

**International Affairs Management**

| | | | |
|---|---|---|---|
| Government of Japan | 1998 | $ | 44 200 |
| | 1999 | $ | 50 000 |
| (In case, direct contribution to participants by UNDP) | | | |
| Italian Diplomatic Academy/Government of Italy: | 1999 | $ | 4 797 |

**Fellowship Programme on the International Civil Service**

| | | | |
|---|---|---|---|
| Agence intergouvernementale de la Francophonie | 1999 | $ | 970 000 |
| | 2000 | $ | 199 326 |

### PEACEMAKING AND PREVENTIVE DIPLOMACY

| | | |
|---|---|---|
| Carnegie Corporation of New York | $ | 75 000 |
| William and Flora Hewlett Foundation | $ | 50 000 |
| The McKnight Foundation | $ | 60 000 |
| The Department of Foreign Affairs and International Trade of Canada | | |
| 1999 Fellowship Programme | $ | 19 550 |
| SRSG Programme | $ | 16 572 |
| The Canadian International Development Agency | $ | 250 000 |
| The Ministry of Foreign Affairs of Denmark | $ | 56 300 |
| The Federal Foreign Office of Germany | | |
| 1999 Fellowship Programme | $ | 27 194 |
| Africa Programme | $ | 60 000 |
| The Ministry for Foreign Affairs of Sweden | | |
| 1999 Fellowship Programme | $ | 24 691 |
| SRSG Project | $ | 75 000 |
| Federal Department of Foreign Affairs of Switzerland | $ | 94 607 |
| International Institute for Democracy and Electoral Assistance | $ | 7 500 |
| Kluwer Academic Publishers | $ | 2 143 |

## INTERNATIONAL MIGRATION POLICY

| | | |
|---|---|---|
| Switzerland — Foreign Affairs (1998) | $ | 20 000 |
| Switzerland — Federal Office for Refugees (1998) | $ | 50 000 |
| Switzerland — Federal Office for Refugees (1999) | $ | 118 000 |
| Switzerland — Federal Office for Refugees (2000) | $ | 150 000 |
| Netherlands — Development Cooperation (1998/1999) | $ | 43 000 |
| United Kingdom — DFID (1998) | $ | 53 200 |
| United Kingdom — DFID (2000) | $ | 60 000 |
| United States — State Department (1998) | $ | 60 000 |
| United States — State Department (1999) | $ | 50 000 |
| United States — State Department (2000) | $ | 117 700 |
| Norway — Foreign Affairs (1999) | $ | 18 600 |
| UNFPA (1998) | $ | 100 000 |
| UNFPA (1999) | $ | 75 000 |
| UNFPA (1999) | $ | 3 810 |
| IOM (1998) | $ | 10 000 |
| IOM (1999) | $ | 10 000 |

**USD 351 200** (Contribution through UNITAR)

**USD 588 110** (Contribution through IOM)

## APPLICATION OF ENVIRONMENTAL LAW

| | | | |
|---|---|---|---|
| Switzerland (BUWAL) | 1998 | Sfr | 200 000 |
| | 1999 | Sfr | 250 000 |
| France (Min of Environment) | 1998 | Ffr | 150 000 |
| | 2000 | Ffr | 180 000 |
| Ireland (Irish Aid) | 1998 | $ | 50 000 |
| Netherlands (Min Dev. Cooperation) | 1998 | $ | 86 400 |
| Japan (Min Foreign Affairs) | 1998 | $ | 204 150 |
| | 1999 | $ | 152 460 |
| Germany (BMZ — JPO programme) | 1999 | $ | 77 000 |
| Canada (CIDA) | 1998 | $ | 12 500 |
| Mexico | 1999 | $ | 10 000 |

| | | | |
|---|---|---|---|
| UNDP | 1998 | $ | 72 000 |
| | 1999 | $ | 21 900 |
| UNOPS | 2000 | $ | 19 820 |
| UNESCO | 2000 | $ | 5 000 |
| World Heritage Convention | 1998 | $ | 20 000 |
| | 1999 | $ | 30 000 |
| Carl Duisberg Gesellschaft | 2000 | $ | 18 800 |

**CHEMICALS AND WASTE MANAGEMENT**

| | | | |
|---|---|---|---|
| Swiss Agency for Development and Cooperation | | $ | 725 407 |
| European Commission | | $ | 40 127 |
| German Technical Assistance Agency | | $ | 20 000 |
| Ministerie van Buitenland. Zaken, Netherlands | | $ | 39 085 |
| Other Total | | $ | 14 000 |
| U.S. Environmental Protection Agency | | $ | 458 605 |

**CLIMATE CHANGE PROGRAMMME**

| | | | |
|---|---|---|---|
| Global Environment Facility (through UNDP) | 1998 | $ | 1 275 769 |
| Swiss Federal Office for Environment | 1998 | $ | 374 235 |
| Global Environment Facility (through UNDP) | 1999 | $ | 226 001 |
| Swiss Federal Office for Environment | 1998 | $ | 321 486 |
| Swiss Federal Office for Environment | 2000 | $ | 182 926 |

**NEW INFORMATION AND COMMUNICATION TECHNOLOGIES**

| | | |
|---|---|---|
| OMPI | $ | 10 000 |
| FAO | $ | 15 000 |
| UNESCO | $ | 30 000 |
| World Bank | $ | 60 000 |
| INTIF | $ | 24 000 |
| Geneva Representation of OIF | $ | 3 000 |
| French Ministry of Foreign Affairs | $ | 20 000 |
| UNDP Gabon | $ | 142 000 |

## DEBT, ECONOMIC, FINANCIAL MANAGEMENT AND PUBLIC ADMINISTRATION

| | | | |
|---|---|---|---|
| The Swiss Agency for Development and Cooperation (SDC, Bern) | 1998 | $ | 430 000 |
| The Swiss Agency for Development and Cooperation (SDC, Bern) | 1999 | $ | 420 000 |
| The Swiss State Secretariat for Economic Affairs (SECO, Bern) | 1999 | $ | 60 000 |

## FOREIGN ECONOMIC RELATIONS

| | | |
|---|---|---|
| Swiss State Secretariat for Economic Affairs (SECO, Bern) | $ | 510 000 |
| Irish Aid | $ | 256 829 |
| Société Générale de Surveillance (SGS) | $ | 100 000 |

### Note

The above list refers to cash contributions only. Contributions in kind, such as free services, resource persons, provision of free conference/meeting facilities, covering of travel and accommodation costs, etc., are not taken into account in the present list. As a breakdown example, the training programmes within the debt, economic, financial management and public administration programme are financed 50 per cent by SDC, 30 per cent by African regional institutes and 20 per cent by partner Governments.

## 22 United Nations Institute for Training and Research

**Statement of income and expenditure and changes in reserve and fund balances for the biennium 1998-1999 as at 31 December 1999**

(Expressed in United States dollars)

| | *General Fund* | | *Other activities* | | | |
|---|---|---|---|---|---|---|
| | | | *Special Purpose Grants Fund* | | *Activities financed by UNDP* | |
| | *1999* | *1997* | *1999* | *1997* | *1999* | *1997* |
| **Income** | | | | | | |
| Voluntary contributions received | 899 545[b] | 604 968 | 6 791 284[c] | 8 252 152 | - | - |
| Received under inter-organization arrangements | 19 446 | 6 716 | - | - | 814 173 | 1 779 766 |
| Other/Miscellaneous income: | | | | | | |
| Interest income | 101 834 | 43 493 | 391 916 | 373 649 | - | - |
| Programme support income | 827 681 | 983 035 | - | - | - | - |
| Other/Miscellaneous | 130 605 | 84 934 | 38 297 | 40 261 | - | - |
| **Total income** | **1 979 111** | **1 723 146** | **7 221 497** | **8 666 062** | **814 173** | **1 779 766** |
| **Expenditure** | | | | | | |
| Staff and other personnel costs | 1 165 929 | 1 302 626 | 3 454 502 | 3 658 516 | 376 022 | 406 910 |
| Travel | 96 141 | 63 784 | 671 386 | 567 382 | 97 477 | 86 759 |
| Contractual services | 47 944 | 40 248 | 291 149 | 334 675 | 52 517 | 354 663 |
| Operating expenses | 267 357 | 336 617 | 219 805 | 273 555 | 8 062 | 1 084 |
| Acquisitions | 40 696 | 21 061 | 41 742 | 44 370 | 781 | 9 281 |
| Fellowships, grants and other | 90 831 | 1 611 | 2 646 582 | 2 565 948 | 191 832 | 721 262 |
| **Total direct expenditure** | **1 708 898** | **1 765 947** | **7 325 166** | **7 444 446** | **726 691** | **1 579 959** |
| Programme support costs | - | - | 740 199 | 783 228 | 87 482 | 199 807 |
| **Total expenditure** | **1 708 898** | **1 765 947** | **8 065 365**[c] | **8 227 674** | **814 173** | **1 779 766** |
| Excess (shortfall) of income over expenditure | 270 213 | (42 801) | (843 868) | 438 388 | - | - |
| Prior period adjustments | (12 742) | (42 569) | 275 260 | (22 521) | - | - |
| **Net excess (shortfall) of income over expenditure** | **257 471** | **(85 370)** | **(568 608)** | **415 867** | - | - |

| | General Fund | | Other activities: Special Purpose Grants Fund | | Other activities: Activities financed by UNDP | |
|---|---|---|---|---|---|---|
| | 1999 | 1998[a] | 1999 | 1998[a] | 1999 | 1998[a] |
| Transfers (to)/from other funds | 28 025 | 398 | (8 440) | (398) | - | - |
| Refund to donors | - | (2 220) | (6 077) | (33 368) | - | - |
| Savings on or liquidation of prior periods' obligations | 20 060 | 85 945 | 375 307 | 526 673 | - | - |
| Reserves and fund balances, beginning of period | 549 308 | 550 555 | 2 567 783[c] | 1 659 009 | - | - |
| **Reserves and fund balances, end of period** | **854 864** | **549 308** | **2 359 965**[c] | **2 567 783** | - | - |

[a] Comparative figures reclassified to present reporting on a biennium basis.

[b] See Schedule 1.1. In accordance with Article VIII, para. 3 of the revised Statute of UNITAR (A/43/697/Add.1), only paid-in contributions are included in the current year income.

[c] For details by project, see Statement V. Includes contributions in kind valued at US$ 2,000 which was received from the Government of Japan during 1998 for project — CC Train Programme — Phase II.





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